AHA CENTRE
asean

ONE **ASEAN**
ONE **RESPONSE**

DELSA

3

The AHA Centre
Knowledge Series Book #3

Disaster Emergency Logistic System for ASEAN (DELSA)

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This book documents experiences and lessons from DELSA's establishment and implementation that have shaped DELSA since the launch until its fifth year of operations.

The AHA Centre Knowledge Series

Book #3

DISASTER EMERGENCY LOGISTICS SYSTEM FOR ASEAN (DELSA)
Developing ASEAN Standby Arrangement through Collaboration and Partnership

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DISASTER EMERGENCY LOGISTICS SYSTEM FOR ASEAN (DELSA)

DEVELOPING ASEAN STANDBY ARRANGEMENT THROUGH COLLABORATION AND PARTNERSHIP

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H.E. WILLEM RAMPANGILEI

Chief of BNPB
National Disaster Management Authority of Indonesia

FOREWORD

From the Chair of ASEAN Ministerial Meeting on Disaster Management and AADMER Conference of the Parties, 2016

This year Indonesia has been honoured to chair the ASEAN Ministerial Meeting on Disaster Management (AMMDM), the AADMER Conference of the Parties (COP), the ASEAN Committee on Disaster Management (ACDM) and the Governing Board of the AHA Centre. Sitting in these roles during 2016 has allowed Indonesia to witness the hard work and achievements reached by the AHA Centre throughout the last five years, and we are honoured to be part of the ongoing efforts undertaken in coordinating disaster management across the ASEAN region.

Indonesia has stood beside the AHA Centre since its establishment, and throughout the last five years has acted as the Host Country to facilitate the ongoing establishment and expansion of all AHA Centre's work. We are proud to have supported the AHA Centre through such processes, and have found great value in overseeing the movement. The Centre's role as the coordinating body for disaster management within the ASEAN region has become increasingly relevant and clear as we constantly face the increasing threat of disaster that affects our communities, our infrastructure and our social fabric as a whole.

We recognise the key roles played by National Disaster Management Offices of all ASEAN Member States, and highly value their engagement, support and input across all that we have undertaken throughout the last five years. We also extend our appreciation and thanks to all of our ASEAN Dialogue Partners and other partners who have supported and added value to the progress of our work, and hope that such support continues as we progress in the coming years.

2016 has also seen the important step of the ASEAN Declaration on One ASEAN One Response signed in September by all ASEAN Leaders. This vision, and its universal support, creates the strongest of platforms for the advancement of emergency management within ASEAN into the future. Indonesia is proud to have been a supporting member of the advancement of this vision, and looks forward to working with all parties towards the vision's realisation.

We offer congratulations to the AHA Centre in all its work undertaken as captured by the AHA Centre Knowledge Series books. We also wish continued success for the future to come as we continue towards a coordinated and prepared ASEAN region in the face of disaster.

MR. SAID FAISAL

Executive Director
ASEAN Coordinating Centre for Humanitarian
Assistance on disaster management

FOREWORD

From the Executive Director of the AHA Centre

ONE **ASEAN** ONE **RESPONSE**

The first five years of the AHA Centre has been full of achievements, challenges, surprises and overall hard work by our dedicated team, stakeholders and supporters. Through the books of the AHA Centre Knowledge Series, we take a moment and a step back to witness the impact that the AHA Centre has had since its formation in 2011, to appreciate the achievements, to recognise the challenges and lessons, and to move forward as a united ASEAN region in the midst of the turbulence and instability that disaster can create.

Across the last five years, the AHA Centre and the overall solidarity of the ASEAN region has been tested time and again by disaster, and has grown stronger and more unified than before. Whether responding to large-scale destruction, developing world-class programmes, or implementing and promoting regional mechanisms to solidify the ASEAN emergency management sector, the AHA Centre has relentlessly strived to achieve its overall goals. However, we appreciate these achievements always with vision towards the future, understanding and preparing for the challenges and obstacles that lie ahead.

The recent ASEAN Declaration on One ASEAN One Response by the leaders of our region's nations forms the next key building block for continuing the expansion and unification of our work within the ASEAN region. With this substantial declaration, the AHA Centre received not only full support for the work we have undertaken over the previous five years, but importantly regional confidence and trust for the AHA Centre to continue in the role of coordinating ASEAN's futures in the face of disaster. This confidence placed in our work provides even more passion and drive to reach new heights, and ensures the AHA Centre is fully resourced and prepared for what lies in wait.

It must be recognised that the outcomes realised since the AHA Centre's establishment in 2011 could not have been achieved without the support of many, primarily from the ASEAN Member States and their National Disaster Management Offices. Their ongoing willingness to engage, support, and work with the AHA Centre has been the key factor in the development of our working areas. The support

from the ASEAN Secretariat has also been highly valued. Our Dialogue Partners and partners have provided valuable ongoing support across the scope of our work. Finally, we recognise the leadership and support provided by the ASEAN Member States through the AMMDM, AADMER COP, ACDM and Governing Board over the last five years and also show great appreciation to Indonesia as the host country for the AHA Centre's operations since formation.

With this book, we remember all those who have been affected by disaster, we learn the lessons to strengthen and improve our readiness in the future, and we duly appreciate the achievements and efforts of the AHA Centre and all its supporters. While predicting the future of disaster impact on the region is a near-impossible action, our region's ability to prepare and respond as one single movement is a vision that gives us great confidence and hope for the future of a united and engaged ASEAN in the face of disaster.

ABOUT SOUTHEAST ASIA

NATURAL disaster presents itself in a range of shapes and sizes, with little warning as to when and where it will strike. As the world advances its preparation and prediction mechanisms to better mitigate losses due to natural disaster, the full magnitude of disaster impact remains relatively unknown, dependant on elements such as population size, density and location.

Southeast Asia forms a dynamic region, home to more than 600 million people, with its population and geography making it one of the largest regions in the world. It covers an area of approximately four million square kilometres, with its geographical position leaving it prone to a range of typhoons, earthquakes, floods and other natural disasters on a yearly basis. Southeast Asia has been home to some of the most violent natural disasters in recent history, with their intensity and impact resulting in great loss of lives and extensive damage to infrastructure and livelihoods. The Indian Ocean Tsunami in 2004 stands as the most significant recent example of a large-scale disaster within Southeast Asia, causing the deaths of more than 230,000 people, and impacting 14 countries in and outside the Southeast Asian region.

ABOUT ASEAN

THE ASSOCIATION of Southeast Asian Nations, or 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 aims and purposes of ASEAN are:

- To accelerate the economic growth, social progress and cultural development in the region through joint endeavours in the spirit of equality and partnership in order to strengthen the foundation for a prosperous and peaceful community of Southeast Asian Nations;
- To promote regional peace and stability through abiding respect for justice and the rule of law in the relationship among countries of the region and adherence to the principles of the United Nations Charter;
- To promote active collaboration and mutual assistance on matters of common interest in the economic, social, cultural, technical, scientific and administrative fields;
- To provide assistance to each other in the form of training and research facilities in the educational, professional, technical and administrative spheres;
- To collaborate more effectively for the greater utilisation of their agriculture and industries, the expansion of their trade, including the study of the problems of international commodity trade, the improvement of their transportation and communications facilities and the raising of the living standards of their peoples;
- To promote Southeast Asian studies; and
- To maintain close and beneficial cooperation with existing international and regional organisations with similar aims and purposes, and explore all avenues for even closer cooperation among themselves.

The ASEAN Secretariat was set up in February 1976 by the Foreign Ministers of ASEAN. The ASEAN Secretariat's basic function is to provide for greater efficiency in the coordination of ASEAN organs and for more effective implementation of ASEAN projects and activities. The ASEAN Secretariat is based in Jakarta, Indonesia.

ABOUT AADMER

THE ASEAN Agreement on Disaster Management and Emergency Response (AADMER) is a legally binding framework for regional cooperation and coordination in all aspects of disaster management. AADMER was signed by the 10 ASEAN Foreign Affairs Ministers on 26 July 2005 and entered into force on 24 December 2009.

The Agreement guides the development of operational procedures to respond collectively and promptly to disasters. For example, it includes provisions to facilitate the movement of relief items and to expedite customs. It also defines the utilisation of military and civilian personnel in disaster relief operations. The Agreement mandates the creation of a centre to coordinate regional disaster response (the AHA Centre).

ABOUT THE ACDM & GOVERNING BOARD OF THE AHA CENTRE

THE ASEAN Committee for Disaster Management (ACDM) serves as the main subsidiary body that oversees the operational implementation of AADMER under the Conference of Parties. Its main roles include:

- To provide leadership and guidance towards fulfilling the goals and objectives of AADMER, according to the vision of disaster-resilient nations and safer communities within ASEAN by 2015;
- To initiate, direct and oversee the development, monitoring and implementation of the AADMER Work Programme and other initiatives implemented by the respective working groups;
- To strengthen coordination with relevant ASEAN bodies;
- To collaborate with ASEAN Dialogue Partners, multilateral agencies, NGOs and the private sector.

The ACDM is headed by a Chair, supported by a Vice Chair, and consists of the heads of national agencies responsible for disaster management of ASEAN Member States. The ACDM meets at least once a year.

The ACDM also serves as the Governing Board for the AHA Centre, which assumes the overall responsibility and is accountable and for the operations of the AHA Centre. The AHA Centre reports to and serves as the Secretariat of the Governing Board.

ABOUT THE AHA CENTRE

FOLLOWING the entry into effect of AADMER, between 2009 and 2011 ASEAN Leaders vigorously promoted the establishment of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (the AHA Centre).

The AHA Centre was formally established during the 19th ASEAN Summit in Bali on 17 November 2011, through the signing of the 'ASEAN Agreement on the Establishment of the AHA Centre' by ASEAN Foreign Ministers and witnessed by the respective Heads of State/Government.

The AHA Centre was established to facilitate cooperation and coordination both internally among ASEAN Member States and externally with the United Nations and international organisations for disaster management and emergency response.

The AHA Centre's primary functions are to facilitate regional cooperation for disaster management, to facilitate joint emergency preparedness and response, and to operationalise regional coordination mechanisms for emergency preparedness and response.

When a major disaster strikes the region, the AHA Centre plays a central role in facilitating the flow of information. It follows precise communication and coordination protocols as defined by the Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations (SASOP).

During emergency response, the AHA Centre can also help mobilise ASEAN's standby assets and personnel. The AHA Centre has the capacity to send relief items and deploy the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT). The AHA Centre also organises simulation exercises on a regular basis to test regional emergency response mechanisms.

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DELSA AT A GLANCE

The Disaster Emergency Logistics System for ASEAN (DELSA) is a key mechanism for the swift provision of relief items to ASEAN countries facing post-disaster emergency situations. Launched on 7 December 2012, DELSA was established to develop a regional relief item stockpile and to support capacity enhancements of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) and among ASEAN Member States in emergency logistic operations.

Out of various aspects of logistics, DELSA focuses on three main elements — regional stockpiles, institutional capacity building, and communications. Regional stockpiles, which are warehoused in Subang, Malaysia, allow ASEAN Member States to immediately access DELSA relief goods as soon as, or even before disaster strikes. The AHA Centre coordinates with National Disaster Management Organisations (NDMOs) of the ASEAN Member States to distribute those relief goods to disaster-affected countries as needed to support emergency response efforts. For any emergency operation to run smoothly, strong coordination and skilled disaster management officials play critically important roles. Thus, DELSA also focuses on building the capacity of the AHA Centre and Member States' through the AHA Centre Executive (ACE) Programme. Through this six-month programme, the AHA Centre trains officers from disaster management agencies across the region to improve their knowledge and skills in disaster management, regional and international humanitarian system mechanisms, coordination and leadership. ACE Programme participants are also trained in DELSA procedures to familiarise them with how the system works and how various stakeholders are engaged in the deployment of relief items. Communication, as the third element of DELSA, helps raise public awareness about the AHA Centre and its role, thus support public acceptance and a greater familiarity with DELSA among ASEAN Member States.

DELSA's establishment and operations have been supported by the Government of Japan, while the AHA Centre works closely with World Food Programme's United Nations Humanitarian Response Depot (UNHRD) on technical aspects of warehouse management. Important decisions on DELSA are made by a Project Steering Committee (PSC), comprised of the AHA Centre, the ASEAN Secretariat, Japan Mission to ASEAN, and Japan-ASEAN Integration Fund (JAIF) Management Team, and co-chaired by Malaysia and Singapore as co-chairs of the ASEAN Committee on Disaster Management (ACDM) Preparedness and Response Working Group.

DELSA is an integral part of the AHA Centre's operations. It is intertwined with the Centre's operations as a whole, and together, they serve the purpose of "One ASEAN, One Response".

THE JOURNEY OF DELSA

Momentums that led to DELSA (2004-2010)

2004
INDIAN OCEAN TSUNAMI

2005
AADMER signed

2007
ASEAN DEFENCE MINISTERS MEETING

Malaysia offered Subang Air Base as disaster relief operation centre for ASEAN

2007 – 2008
SASOP developed

2008
CYCLONE NARGIS

AUGUST
2009
AADMER Work Programme stated to be developed

OCTOBER
2009
12TH ASEAN-JAPAN SUMMIT

Japan's new contribution to ASEAN for disaster management and emergency response

DECEMBER
2009
14TH ACDM MEETING

Welcome Japan's new contribution. The contribution will be used for disaster relief stockpiles

Conceptualising the idea (2010-2012)

			MAY	FEBRUARY	MAY	SEPTEMBER	DECEMBER
2010	2010	2010	2010	2011	2011	2011	2011
15TH ACDM MEETING	**16TH ASEAN SUMMIT**	**1ST AADMER PARTNERSHIP CONFERENCE**	**16TH ACDM MEETING**	**17TH ACDM MEETING**	**18TH ASEAN SUMMIT**	**18TH ACDM MEETING**	**REGIONAL WORKSHOP ON THE ESTABLISHMENT OF DELSA**
AADMER Work Programme 2010-2015 endorsed by ACDM. Output 14: “establish an efficient ASEAN’s disaster emergency logistic system”	ASEAN Leaders encourage AHA Centre to establish linkages and cooperation with other humanitarian centres in region	One of flagship projects for AADMER Work Programme Phase 1 is the Establishment of a Disaster and Emergency Logistics System for the ASEAN Region	Study plan for DELSA	Regional Workshop Plan Malaysia & Singapore to led the preparation for DELSA establishment	AHA Centre establishment plan Commitment of ASEAN’s partners Activities regarding rapid deployment of assets in disaster	PRWG co-chairs presented considerations and recommendations on DELSA establishment	Develop draft DELSA proposal

Operationalising DELSA (2012-2016)

MARCH	MAY	JUNE	JULY	JULY	NOVEMBER	7 DECEMBER	DECEMBER
2012	2012	2012	2012	2012	2012	2012	2012
19TH ACDM MEETING	**APPROVAL BY PAC**	**APPROVAL BY CPR**	**APPROVAL BY JAPAN**	**FIRST DELSA PROJECT STEERING COMMITTEE MEETING**	**1ST DEPLOYMENT** **THABAITTKYIN EARTHQUAKE,** MYANMAR	**DELSA OFFICIAL LAUNCHING**	**2ND DEPLOYMENT** **TYPHOON BOPHA,** PHILIPPINES
DELSA project document endorsed by ACDM	DELSA project document endorsed by ASEAN Secretariat Project Appraisal Committee (PAC)	DELSA project document received approval from the Committee of Permanent Representatives to ASEAN (CPR)	DELSA project document approved by the Government of Japan				

JANUARY

2013

3RD DEPLOYMENT

JAKARTA FLOOD,
INDONESIA

JULY

2013

4TH DEPLOYMENT

BENER MERIAH & TAKENGON EARTHQUAKE,
ACEH-INDONESIA

JULY

2013

5TH DEPLOYMENT

TROPICAL STORM MARING,
PHILIPPINES

AUGUST

2013

6TH DEPLOYMENT

FLOODS IN CENTRAL LAO,
LAO PDR

OCTOBER

2013

7TH DEPLOYMENT

BOHOL EARTHQUAKE,
PHILIPPINES

NOVEMBER - DECEMBER

2013

8TH DEPLOYMENT

TYPHOON HAIYAN,
PHILIPPINES

JANUARY - JUNE

2014

ACE PROGRAMME 1ST BATCH

JULY

2014

9TH DEPLOYMENT

TYPHOON RAMMASUN,
PHILIPPINES

DECEMBER

2014

10TH DEPLOYMENT

TYPHOON HAGUPIT,
PHILIPPINES

JANUARY

2015

11H DEPLOYMENT

FLOODS IN JOHOR, KELANTAN, PERAK, PAHANG, TERENGGANU,
LAO PDR

FEBRUARY - JULY

2015

ACE PROGRAMME 2ND BATCH

JULY - AUGUST

2015

12TH DEPLOYMENT

FLOODS IN CHIN, SAGIANG, RAKHINE, MAGWAY,
MYANMAR

JULY

2015

13TH DEPLOYMENT

TYPHOON KOPPU,
PHILIPPINES

MARCH - AUGUST

2016

ACE PROGRAMME 3RD BATCH

OCTOBER

2016

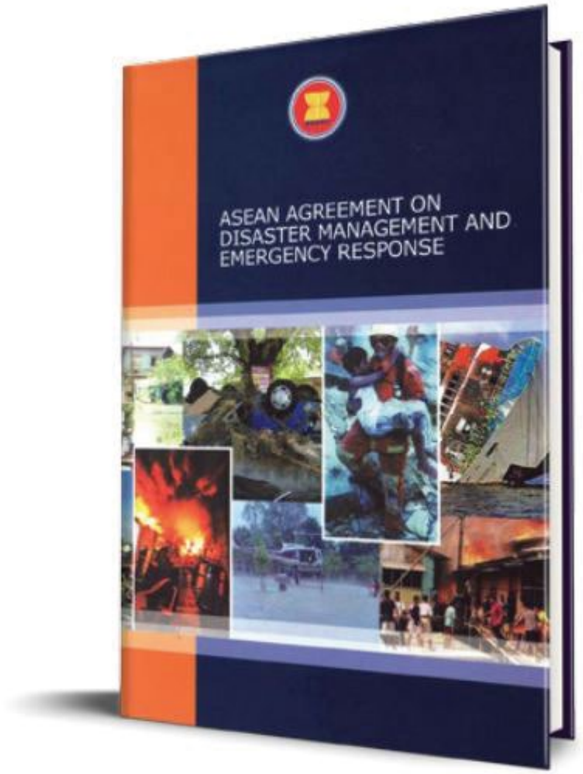
14TH DEPLOYMENT

TYPHOON HAIMA,
PHILIPPINES

2017 - FUTURE

2

2004-2010 THE DEFINING MOMENTUMS



2004-2010

Southeast Asia is exposed to almost all types of natural hazards, including earthquakes, tsunamis, floods, typhoons, landslides, droughts and volcanic eruptions. In the first decade of the 2000s, the region experienced medium and large-scale disasters, including Indian Ocean Tsunami in 2004 — which affected Indonesia, Malaysia, Myanmar and Thailand — and Cyclone Nargis in 2008, which brought widespread devastation to many areas of Myanmar.

These major disasters inspired ASEAN countries to strengthen the regional disaster management system. In July 2005, just months after the 2004 Tsunami, the Foreign Ministers of ASEAN signed the ASEAN Agreement on Disaster Management and Emergency Response (AADMER) in Vientiane, Lao PDR. AADMER became a manifestation of ASEAN's strong commitment to reduce disaster losses in the region and to jointly respond to disasters. Because of its legally-binding obligations, AADMER is the key reference framework for disaster management in ASEAN.

The Agreement captures a wealth of experience from individual ASEAN Member States and ASEAN as a region in responding to catastrophic events. It seeks to provide effective mechanisms to achieve substantial disaster loss reductions in the social, economic, and environmental assets of the Member States, and to jointly respond to disaster emergencies through concerted national efforts and intensified regional and international cooperation. More specifically, AADMER contains provisions on disaster risk identification, monitoring and early warning, prevention and mitigation, preparedness and response, rehabilitation, technical cooperation and research, mechanisms for coordination, and simplified customs and immigration procedures. AADMER also proposed the establishment of the AHA Centre to undertake operational coordination of activities under the Agreement.

To ensure ASEAN's preparedness for effective disaster response, AADMER requires the establishment of ASEAN Standby Arrangements for Disaster Relief and Emergency Response. In this standby arrangement system, Member States, on a voluntary basis, shall identify and allocate assets and capacities that may be made available and mobilised for disaster relief and emergency response. AADMER also requires Member States to prepare a Standard Operating Procedure (SOP) that guides their — and the AHA Centre's — actions in implementing these regional standby arrangements.

The Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations, also known by the acronym SASOP, provides guidelines and templates to initiate the establishment of the ASEAN standby arrangements for disaster relief and emergency response; the procedures for joint disaster relief and emergency response operations; the procedures for the facilitation and utilisation of military and civilian assets and capacities; and the methodology for the periodic conduct of the ASEAN Regional Disaster Emergency Response Simulation Exercises (ARDEX) to test the effectiveness of the procedure. SASOP also emphasises that the AHA Centre shall facilitate cooperation and coordination among the Member States, and with relevant United Nations bodies and other international organisations in promoting regional collaboration. The ACDM adopted sections I to V of the SASOP in its 11th Meeting held in Kota Kinabalu, Malaysia in March 2008.

In May 2008, just two months after the adoption of SASOP, Cyclone Nargis swept across a large part of Myanmar with an unprecedented intensity. In response, ASEAN activated SASOP mechanisms for the first time, sending a humanitarian mission to support the National Government and coordinating various ASEAN resources to help the country cope with the devastating impacts of that disaster.

In keeping with the AADMER implementation timeline, the ACDM began drafting the AADMER Work Programme (AWP) in August 2009, and subsequent consultations with Member States found that emergency stockpiles were crucial for future ASEAN emergency response missions.

At nearly the same time, ASEAN partners expressed an eagerness to support the implementation of the AWP. Among these partners was ASEAN's long-time Dialogue Partner, Japan, who at the 12th ASEAN-Japan Summit held on 24 October 2009 in Thailand, announced approximately USD 13 million in new contributions to ASEAN under JAIF for cooperation in disaster management and emergency response.

Earlier praise for Japan's contribution was echoed during the 14th ACDM Meeting held in Bandung, Indonesia in December 2009. The Meeting welcomed Japan's new contribution and noted that Japan had proposed the funds to be utilised to set up stockpiles for disaster relief items in ASEAN.

Also in December, AADMER entered into force on 24 December 2009, after all 10 ASEAN Member States ratified the Agreement. The ratification marked the beginning of AADMER implementation across the ASEAN region and the start of concrete steps toward more concerted action in disaster management.

At the 15th ACDM Meeting held in Singapore in March 2010, the ACDM endorsed the AWP for 2010–2015, which included a plan to establish "an efficient ASEAN's disaster emergency logistics system (i.e. supply chains and logistic mechanisms within Member States and at the regional level)" as Output 14 of the Preparedness and Response Component. The milestone set for this plan was "an ASEAN emergency logistics system established and operational".

Finally, the AWP 2010–2015 was officially launched during the First AADMER Partnership Conference, held on 20 May 2010 in the Philippines. During the conference, it was highlighted that one of the flagship projects for AWP Phase 1 was the Establishment of a Disaster and Emergency Response Logistics System for the ASEAN Region, which include the efforts to build a stockpile system and establishment of supply chain, and formalisation of logistics deployment system.

In 2010, as work got underway to establish the regional stockpile system, the ACDM also worked intensively to establish the AHA Centre as a leading agency in ASEAN's disaster emergency response. The ACDM viewed the establishment of both components, a stockpile of relief materials and a coordinating body to oversee its distribution as mutually reinforcing. The regional stockpile would strengthen the capacity of the AHA Centre and ASEAN Member States through logistical resources that could be utilised immediately in disaster emergency response, while the AHA Centre ensures relief materials achieve maximum impact by reaching those most in need. Thus, it was important to establish the AHA Centre and the DELSA at the same time, requiring an expedited effort to catch up with the establishment of the Centre.

ASEAN's high-level meeting also looked into cooperation that could be built around the establishment of emergency stockpiles. At the 16th ASEAN Summit held in April 2010 in Viet Nam, ASEAN Leaders stated:

Image on left page:
16th ASEAN Summit in Viet Nam 2010 where the ASEAN Leaders encourage the AHA Centre to establish linkages and cooperation with other humanitarian centres in the region, including the UNHRD in Subang, Malaysia

> *"...We also encouraged the ASEAN Coordinating Centre for Humanitarian Assistance [AHA Centre] to establish linkages and cooperation with other humanitarian centres in the region, including the United Nations Humanitarian Response Depot in Subang, Malaysia…".*

This statement echoed an earlier offer made by Malaysia's Deputy Prime Minister, Datuk Seri Najib Tun Razak, during the November 2007 ASEAN Defence Ministers Meeting, to use Subang Air Base in the southwest of Kuala Lumpur as a centre for disaster relief operations for the ASEAN region.

DELSA was born out of ASEAN experiences with mega disasters, which in turn led to an evolution of its disaster management policies. Lessons from past disasters were taken into consideration during the development of AADMER and its Work Programme, which included the decision to establish the AHA Centre and plans to equip the region with a disaster emergency stockpile that could be deployed immediately to disaster-affected countries. As ASEAN was set to establish the AHA Centre, long-time partner Japan stepped in with a generous offer to support the development of the stockpile. Each of these developments added to the collective momentum to establish DELSA.

3

2010-2012
CONCEPTUALISING THE IDEA

2010-2012

Image on left page: The AADMER Work Programme 2010-2015 identifies establishment of DELSA as one of the flagship projects

During the conceptualisation phase, ASEAN took full ownership of DELSA's establishment. From high-level meetings at the ASEAN Summit to the ACDM's leadership on technical discussions and the meetings of its Preparedness and Response Working Group (PRWG), various parties in ASEAN played important roles. Through the ACDM, and the PRWG in particular, Member States collectively designed DELSA to ensure it addressed ASEAN's needs. Japan, as the principal donor and partner in developing DELSA, also provided solid support and trust, while at the same time partnership with the United Nations World Food Programme, an organisation that had strong experience in humanitarian logistics, was also built.

Following the launch of the AADMER Work Programme 2010-2015, the establishment of the AHA Centre, and the offer from Japan, representatives from ASEAN Member States' disaster management agencies that collectively form the ACDM led the process to set up the foundations and plans for DELSA's establishment. A series of ACDM meetings held throughout 2010 and 2011 led to defining decisions to shape DELSA and its future directions.

Under the AADMER Work Programme 2010–2015, the ACDM agreed to conduct a feasibility study aimed at determining the most effective options for setting up a stockpiling system or other appropriate arrangements, such as the prepositioning of stock and preferred suppliers. The Work Programme also recommended a study to evaluate all options, costs and benefits, including the types of commodities stored, the distribution system, storage issues, as well as to consider existing pre-positioned stocks, and focus on the added values that the ASEAN system could offer. The study's findings would then be used to inform key decisions about the design of the logistics system.

MEETINGS TO SUPPORT DELSA'S ESTABLISHMENT

Image on left page: The 18th ASEAN Summit in Indonesia in May 2011, where the Leaders reiterate the idea of having cooperation between AHA Centre and WFP-UNHRD

Discussions on the study plan began at the 16th ACDM Meeting held in May 2010 in the Philippines. There, the ACDM discussed a proposal by the Asian Disaster Reduction Centre (ADRC) on the establishment of an ASEAN emergency stockpile, as well as corresponding recommendations from the ASEAN Secretariat. The ACDM agreed with recommendations to explore additional options beyond stockpiling, such as pre-arrangements with potential suppliers in providing relief items. It also agreed to consider aspects related to warehousing, logistics, distribution and customs in establishing and managing a stockpile. The ACDM also agreed to the recommendation to involve an expert in the study from the ASEAN region with expertise on emergency logistics management and substantive experience in establishing and managing an emergency stockpile.

In the 17th ACDM Meeting held in Tagaytay City, Philippines on 23–25 February 2011, the ACDM determined that there was a more feasible option for the study than having consultants visit all ASEAN Member States to collect information. Instead, the ACDM decided to conduct a regional workshop involving officials and experts on emergency logistics management from ASEAN Member States as well as relevant agencies or organisations to discuss various options for a disaster emergency logistics system. In this meeting, the ACDM also requested Malaysia and Singapore as the Co-Chairs of the PRWG, to take the lead on the process to establish the disaster emergency logistics system. This marked the beginning of the ACDM PRWG's leadership in establishing DELSA.

The 18th ASEAN Summit held in Jakarta, Indonesia in May 2011, discussed plans to establish the AHA Centre, commitments from ASEAN partners, and activities regarding the rapid deployment of assets in the event of a disaster. The ASEAN Chair's statement mentioned,

"...We reaffirmed our commitment to ensure the effective operation of the AHA Centre. We cited the contributions and commitment of ASEAN external partners to ensure the effective implementation of the Centre, which would be complemented by the activities of the WFP Humanitarian Response Depot in Subang and Thailand's offer to develop Utapao airport facilities to support rapid deployment of assets in the event of a disaster in the region..."

IDEAS ON DELSA ARRANGEMENTS

Further ideas on the disaster emergency logistics system were discussed in detail during the 18th ACDM Meeting held in Pattaya, Thailand in September 2011. Malaysia as a Co-Chair of the ACDM PRWG, presented considerations and recommendations on DELSA's establishment. Considering the AHA Centre would soon be operational and play a central role in ASEAN's disaster management coordination, technical discussions on the establishment of the logistics system began to also incorporate the Centre's role in DELSA.

In the presentation, the ACDM PRWG proposed that the objective of the logistics stockpile was to:

> establish a regional stockpile to ensure quick availability of emergency relief items that can be accessed by ASEAN countries and can be considered as internal assets in both large-scale and especially medium-scale disasters.

Meanwhile, the proposed principles for the management of the relief items were as follows:

1. **Use the regional stockpile in Subang for non-perishable items, supplemented by pre-arrangement mechanisms through procurement agencies for perishable items;**

2. **Use a regional standby fund for purchasing perishable items and topping up non-perishable items;**

3. **Start with what is available, i.e. the USD 12.75 million in support from JAIF, the existing facility in Subang (rather than building a new facility), and utilise WFP's extensive network to manage the stockpile;**

4. **Focus on regional facilities; and**

5. **Develop the logistics system stage-by-stage.**

The ACDM PRWG also mapped out suggested relief items, which included items for operational and programme support. UNHRD developed the item list, based on discussions with the ACDM PRWG meeting on 23-24 August 2011 in Kuala Lumpur, Malaysia. Items proposed for operational support included mobile storage tents, office pre-fabrications (prefab), living prefabs, generators, plastic pallets, individual rapid response kits, rescue boats (fibre glass), and field hospitals. Whereas for programme support, items proposed included family tents, portable generators, blankets, mosquito nets, water treatment, family kits, plastic sheeting, soap bars, jerry cans, solar lamps, food and medicines.

Whenever possible, the ACDM PRWG concluded, the stockpile should include only standardised emergency items to allow its wider use within the Asia Pacific region and to increase stock rotation. The items were further reviewed at a regional workshop in December 2011. Stockpile activities were budgeted to use 70 percent of available funding.

The Working Group also proposed "Non-Stockpile Activities", which comprised capacity building programmes to train NDMO staff to assemble and manage operational support items, junior attachment programmes, table-top exercises, training courses and workshops, and database development. These activities were expected to utilise the remaining 30 percent of available funding.

The ACDM PRWG also outlined critical factors for consideration in managing the regional stockpile, which included:

Medium- and large-scale disasters as relief item deployment triggers;

Speed of assistance (speed of delivery, customs clearance, land transport, storage and handling shelf life);

Visibility of ASEAN assistance, including ASEAN and JAIF logos and branding;

Usability;

Limited supply chain management, where countries receiving the relief items were expected to be self-sufficient in staging and deploying incoming relief supplies to affected communities;

Securing a reputable, experienced and accountable procurement agency.

A plan for creating a staging area was also determined. As the stockpiles would become an integral part of an effective ASEAN disaster management response to serve disaster-prone Member States, the Working Group, with UNHRD assistance, formulated three criteria to be considered in the selection of the staging area site:

Political:
Government support is crucial in the selected area, as the host country needs to provide facilities necessary for relief item storage and deployment.

Technical:

Accessibility of the staging area, for instance its proximity to international ports or airports, and the availability of sufficient infrastructure (warehouses, offices, etc.) must be considered.

Regional:

The staging area's location, coverage, and proximity to disaster-prone locations shall also be part of the consideration.

The 18th ACDM Meeting in September 2011 agreed to the Working Group's proposed recommendations, and the allocation of JAIF funding for the regional stockpile. The ACDM advised that a regional workshop should be held to discuss the approach and principles for the establishment of a regional emergency logistics system, suggested items for the stockpile, and the development of the logistics system beyond JAIF funding. Further, the ACDM agreed to convene for a regional workshop on 6-7 December 2011. The regional workshop was expected to produce a proposal for the establishment of a disaster emergency response logistics system for the ASEAN region.

Understanding that the proposal for the utilisation of JAIF funds should be submitted by March 2012, the meeting set out following timeline:

dec 2011 — **Circulate the proposal to the ACDM for approval by the end of December 2011;**

jan 2012 — **Circulate the proposal to the ASEAN Committee of Permanent Representatives (CPR) in January 2012;**

mar 2012 — **Submit the proposal (endorsed by the ACDM and the CPR) in early March 2012.**

The ACDM appointed Malaysia to host the regional workshop and lead the proposal development process.

DEVELOPMENT OF DELSA PROJECT PROPOSAL

Image on left page: Regional Workshop on the Establishment of a Disaster Emergency Logistic System for ASEAN, 6-7 December 2011, Kuala Lumpur, Malaysia

As planned, a regional workshop on the Establishment of DELSA was held in Kuala Lumpur, 6-7 December 2011. The workshop set out to develop a project proposal for the establishment of DELSA, to discuss plans for the establishment of the regional stockpile utilising JAIF funding, and to develop plans for DELSA beyond JAIF funding.

Each ASEAN country was requested to send two representatives to this workshop. As advised by the 18th ACDM Meeting, the two representatives should consist of one disaster management expert and one logistics expert. Given their expertise, the expert representatives should be able to present information on disaster emergency logistics systems in their respective countries, including the distribution systems, needs, gaps, and other matters related to disaster emergency logistics.

The AHA Centre, ASEAN Secretariat, Japan Mission to ASEAN and JAIF Management Team also participated and provided the workshop with insights. WFP representatives were appointed as facilitators, in view of their vast experience in disaster management logistics and their agency's lead role among the United Nations' logistics cluster.

The workshop featured a briefing by the PRWG Co-Chairs on current progress of DELSA development, followed by briefings from individual Member States on their respective disaster emergency logistic systems. Further, the Working Group presented the draft proposal, and the WFP-UNHRD presented information on the regional stockpile facility.

During the workshop, each Member State was requested to identify the most-needed relief items in case of disaster emergencies. To avoid over-demand or under-supply of relief items to the affected countries, the WFP presented a proposed list of priority relief items, based on its experience in past disaster responses. The list was then verified with the Member States' lists.

Following the ACDM PRWG's guidance to include standardised emergency relief items for wider use within the Asia and Pacific region and to increase stock rotation, UNHRD agreed to consult the AHA Centre if it intended to rotate the stock. Any relief items to be rotated were to be replenished by UNHRD.

Representatives from Member States were also able to identify potential entry points within their respective countries, based on accessibility, availability of infrastructure, the geographical location of disaster-prone areas and the regional coverage. Entry points are crucial for disaster-prone countries and are an integral to an effective ASEAN disaster emergency response logistics system. Entry points allow relief supplies to be delivered closer to affected locations and for transportation arrangements to be made in advance to result in faster response times. Member States agreed to provide the AHA Centre with annual updates to this entry point list.

Participants used facilitated group discussions and plenary sessions to make decisions on the composition of funding allocations; types of stockpile items; storage and distribution; staging and forward deployment; procedures for access, disbursement and distribution; branding and visibility; and other related matters.

Input from the meeting was gathered and the participants finalised the draft proposal. They also discussed options for developing DELSA beyond JAIF funding, including support from other Dialogue Partners, other UN agencies, CSOs, and the private sector. Participants also discussed the composition of the Project Steering Committee and related task assignments.

THE PROJECT DESIGN

The 18th ACDM Meeting in September 2011, and the subsequent regional workshop, agreed that creating a regional stockpile at the UNHRD in Subang, Malaysia was the most feasible and cost-effective solution to the current situation.

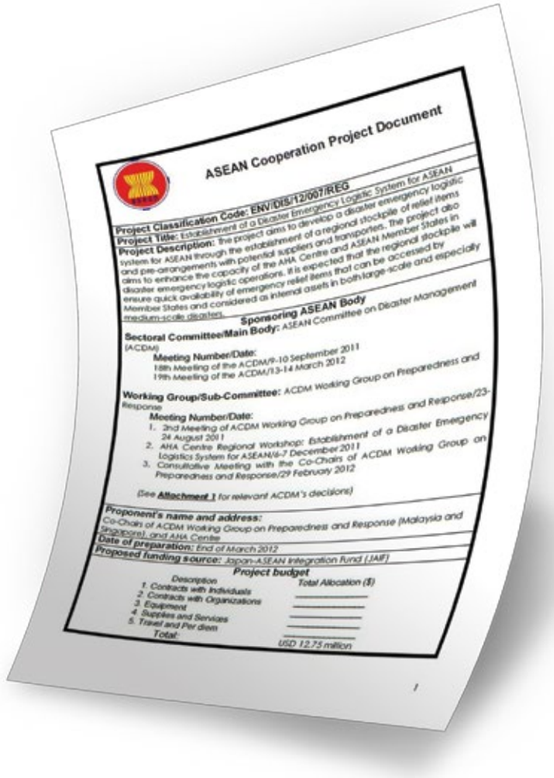
Malaysia has been a significant contributor to the establishment of the DELSA. Besides co-chairing the PRWG, the Government of Malaysia also hosts the UNHRD in Subang, a town in the state of Selangor, which was established with USD 5 million in support from the Malaysian Government. Additionally, the Government of Malaysia provides USD 1 million for the operational cost on a yearly basis. In terms of geographical outreach, the Subang depot strategically covers all ASEAN Member States.

The alternative, i.e. establishing or supplementing national stockpiles in each Member State, was considered more difficult and costly to implement in view of different hazards, exposure, frequency, capacity, population, and geographical location of each Member State.

It was also agreed that the establishment of the DELSA should be done stage-by-stage, with the creation of a regional stockpile as one of the first steps. ASEAN would start pre-positioning emergency relief supplies in the UNHRD warehouse in Subang, in collaboration with the WFP, as soon as the project proposal was finalised and endorsed by the ACDM, CPR and the Government of Japan, and JAIF funds were made available to procure the initial relief items. Following the regional workshop, the PRWG, the ASEAN Secretariat, the AHA Centre and JAIF Management Team worked closely to finalise the proposal.

The proposal was then presented and endorsed at the 19th ACDM Meeting in March 2012 in Jakarta, for subsequent submission to the CPR and the Government of Japan.

The ASEAN Secretariat's Project Appraisal Committee endorsed the proposal on 3 May 2012, followed by CPR's approval on 19 June 2012. The Government of Japan finally approved the DELSA proposal on 18 July 2012.



ASEAN Cooperation Project Document

Project Classification Code: ENV/DES/12/001/REG

Project Title: Establishment of a Disaster Emergency Logistic System for ASEAN

Project Description: the project aims to develop a disaster emergency logistic system for ASEAN through the establishment of a regional stockpile of relief items and pre-arrangements with potential suppliers and transporters. The project also aims to enhance the capacity of the AHA Centre and ASEAN Member States in disaster emergency logistic operations. It is expected that the regional stockpile will ensure quick availability of emergency relief items that can be accessed by Member States and considered as internal assets in both large-scale and especially medium-scale disasters.

Sponsoring ASEAN Body

Sectoral Committee/Main Body: ASEAN Committee on Disaster Management (ACDM)

Meeting Number/Date:
18th Meeting of the ACDM/9-10 September 2011
19th Meeting of the ACDM/13-14 March 2012

Working Group/Sub-Committee: ACDM Working Group on Preparedness and Response

Meeting Number/Date:
1. 2nd Meeting of ACDM Working Group on Preparedness and Response/23-24 August 2011
2. AHA Centre Regional Workshop: Establishment of a Disaster Emergency Logistics System for ASEAN/6-7 December 2011
3. Consultative Meeting with the Co-Chairs of ACDM Working Group on Preparedness and Response/29 February 2012

(See **Attachment 1** for relevant ACDM's decisions)

Proponent's name and address: Co-Chair of ACDM Working Group on Preparedness and Response (Malaysia and Singapore), and AHA Centre

Date of preparation: End of March 2012

Proposed funding source: Japan-ASEAN Integration Fund (JAIF)

Project budget

Description	Total Allocation ($)
1. Contracts with Individuals	
2. Contracts with Organizations	
3. Equipment	
4. Supplies and Services	
5. Travel and Per diem	
Total:	USD 12.75 million

DELSA ARRANGEMENTS, ACCORDING TO PROJECT DOCUMENT

Image on left page: DELSA Project Document, approved by the ASEAN CPR on 19 June 2012

The PRWG Co-Chairs, the AHA Centre, and the ASEAN Secretariat worked hand-in-hand with the JAIF Management Team to finalise the proposal, and later, to develop an ASEAN Cooperation Project Document on the establishment of DELSA.

THE DOCUMENT DESCRIBES THREE COMPLEMENTARY PROJECT COMPONENTS:

ESTABLISHING EMERGENCY STOCKPILE;

INSTITUTIONAL CAPACITY DEVELOPMENT; AND

COMMUNICATION AND AWARENESS.

Initially, the project was planned to run in 2012–2015.

The Junior Attachment Programme, later identified as the ACE Programme, kicked off in 2014. ACE Programme had grown exponentially that the story and lessons learned on the ACE Programme is presented in a different book, still under the AHA Centre Knowledge Management Series.

DELSA also supports knowledge management element to ensure that knowledge and information related to implementation of the project and training activities are well documented in knowledge products to facilitate replication of good practices and learning.

DELSA IN BRIEF

Project Title:

ESTABLISHMENT OF A DISASTER EMERGENCY LOGISTICS SYSTEM FOR ASEAN (DELSA)

Total funding allocated:

USD 12.75 MILLION

Problems to be addressed:

ASEAN region is one of the world's most natural disaster-prone regions. Some disasters could exceed the capacity of the affected countries, thus requiring humanitarian assistance. Responses could be more efficient when assistance comes from neighbouring countries. For a regional mechanism to be effective, there is a need to ensure that disaster emergency logistics capacity in the country is strengthened.

Overall Objective:

Enhance emergency preparedness and response capacity of the ASEAN Member States and the AHA Centre in both large-scale and especially in medium-scale disasters.

Specific Objectives:

EMERGENCY STOCKPILE

Establish a regional emergency stockpile to ensure quick availability of emergency relief items that can be provided to affected Member States and be considered as internal ASEAN assets in both large-scale and especially in medium-scale disasters.

Activities:

- Pre-position regional relief items at a regional warehouse
- Establish a logistics network or pre-arrangements of relief items with suppliers and transporters.

Goal:

- Ensure the quick deployment of emergency relief items that are critical to the emergency response phase.

Specific Objectives:

INSTITUTIONAL CAPACITY DEVELOPMENT

Strengthen the institutional capacity of the ASEAN Member States and the AHA Centre, among others through training in disaster preparedness and response, emergency logistic operations, leadership, communication, on-the-job training in the AHA Centre as well as knowledge sharing with Japanese institutions and other reputable training institutions.

Activities:

- Attachment of junior NDMO officers to the AHA Centre;
- Development of standard operating procedures (SOPs), guidelines, manuals.

Goals:

- Enhance understanding, experience, and skills in specific areas of disaster preparedness, response, and emergency logistics management
- Establish a network of competent officials in Member States that can facilitate coordination between the AHA Centre and the affected country in the event of a disaster

Specific Objectives:

COMMUNICATION AND AWARENESS

Develop and implement a communication strategy to raise awareness on AADMER, the AHA Centre, and the ASEAN's disaster emergency logistic system, and promote ASEAN-Japan cooperation in disaster management.

Activities:

Development and implementation of a communications strategy.

Goal:

Public and disaster management stakeholders are informed about AADMER, the AHA Centre, and DELSA, as well as ASEAN-Japan cooperation in disaster management.

SUCCESS INDICATORS

The project document included indicators to measure the success of each project component.

EMERGENCY STOCKPILE

- Both medium and large-scale disasters will be responded through deployment of relief items to the affected Member States
- A strategy to further develop the ASEAN disaster emergency logistic system beyond the allocated JAIF funding developed to ensure sustainability of the project.

INSTITUTIONAL CAPACITY DEVELOPMENT

- Capacity of NDMOs in ASEAN Member States and the AHA Centre in terms of disaster preparedness and response and emergency logistic operations strengthened;
- Fully-functional AHA Centre that is able to perform its functions in the area of disaster preparedness and response;
- Established mechanisms for connectivity and coordination between the AHA Centre and the NDMOs in the area of preparedness and response and emergency logistic operations;
- Established networking among junior officers to facilitate collaboration and cooperation in disaster preparedness and response.

COMMUNICATION AND AWARENESS

- Increased visibility and public awareness of AADMER, the AHA Centre and ASEAN's disaster emergency logistic systems;
- Increased visibility and public awareness of ASEAN-Japan cooperation in the area of disaster management.

FUNDING ALLOCATIONS

64%
Emergency Stockpile

32%
Institutional Capacity Development

4%
Communications, Awareness, Project Management and Evaluation

The project initially planned to utilise the full JAIF allocation of USD 12.75 over a three-year period, starting in mid-2012. The initial proposal for the allocation of funding is as follows:

EMERGENCY STOCKPILE

64% 64 percent of the total funds to be used for regional stockpile and related activities.

INSTITUTIONAL CAPACITY DEVELOPMENT

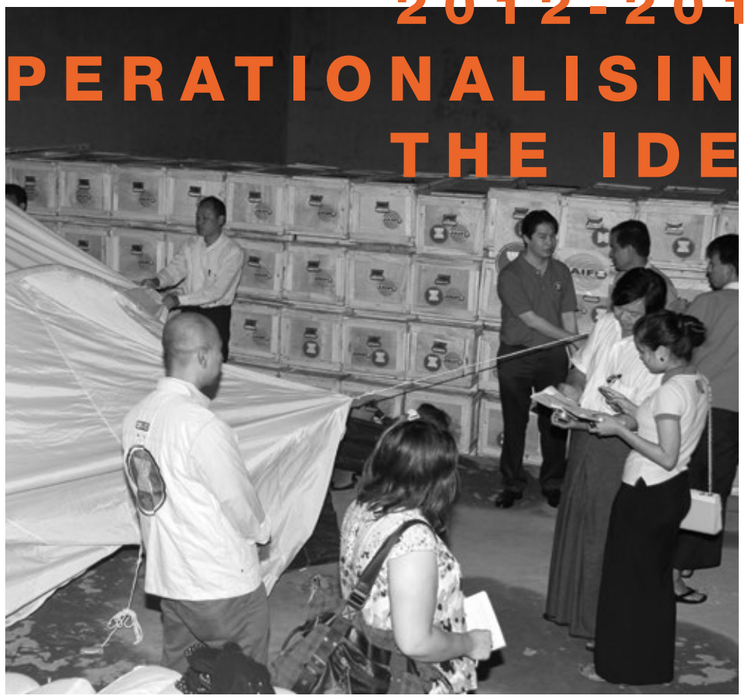
32% 32 percent to be used for capacity building programme (training courses, table-top exercises, workshops) to train and develop the capacity of the AHA Centre and NDMOs and development of the database; implementation of the Junior Attachment Programme; and for AHA Centre's capacity enhancement.

COMMUNICATIONS AND AWARENESS

4% 4 percent to be used for communications and awareness activities, as well as Project Management and Evaluation.

4

2012-2017
OPERATIONALISING THE IDEA



2012-2017

The DELSA programme, conceptualised through a series of meetings and workshops over a two-year period, began implementation soon after the project document was approved by the Government of Japan on 18 July 2012.

THE FIRST PROJECT STEERING COMMITTEE (PSC) MEETING

The first PSC Meeting was held just five days after DELSA's approval, on 23 July 2012 in Bangkok, Thailand, to discuss technical and operational arrangements, including:

- List of relief items, their specifications and quantities required;
- Technical Agreement between the AHA Centre and UNHRD for the provision of warehouse and deployment services of the UNHRD network;
- Other agent or partner agreements with potential suppliers for procurement of relief items;
- Guidelines for deployment and purchase of relief items;
- Partners for the institutional capacity development component;
- Arrangements for the Junior Attachment Programme;
- Arrangements for setting up the Project Management Team (PMT) and other staff/advisors; and
- Arrangements in setting up the database and system for stock control and commodity tracking.

Image on left page:
Handover Ceremony of ASEAN Family Kit from Ambassador Ishikane to Executive Director of the AHA Centre Said Faisal during the DELSA project launching, December 2012

THE PROJECT LAUNCH

The DELSA project was finally launched during the AHA Centre's first anniversary commemoration event on 7 December 2012 in Subang, Malaysia. The theme for this event was "Building a well prepared Southeast Asian Region: Present and Beyond".

A variety of distinguished representatives from the ASEAN Secretariat, Mission of Japan to ASEAN, ACDM, ASEAN Dialogue Partners and other countries and partner organisations attended the event, which was held at the warehouse for the regional emergency stockpile, on the grounds of the Royal Malaysian Air Force Base in Subang, Malaysia.

The official launch of the project was marked with a symbolic handover of an ASEAN Family Kit of relief supplies from the then Ambassador Extraordinary and Plenipotentiary of Japan to ASEAN, Mr. Kimihiro Ishikane, to the then Deputy Secretary-General of ASEAN for ASEAN Socio-Cultural Community, H.E. Alicia dela Rosa Bala. During the event, Ambassador Ishikane reiterated Japan's commitment to support the development of improved disaster management in ASEAN, while DSG dela Rosa Bala praised the newly operational AHA Centre as testament to the commitment of ASEAN Leaders to realising the vision of a disaster-resilient community.

Image on left page: Loading of DELSA relief items to military aircraft after Typhoon Bopha

> *"The existence of the Disaster Emergency Logistic System for ASEAN completes AHA's roles… [It] is developed to ensure the quick availability of emergency relief items that can be accessed by Member States following medium- to large-scale disasters."*
>
> **H.E. Alicia dela Rosa Bala**
> - Former Deputy Secretary-General for ASEAN Socio-Cultural Community (2012-2015)

Meanwhile, Deputy Foreign Minister of Malaysia, Senator Mr. A. Kohilan Pillay, explained that Malaysia's strategic location in the heart of Southeast Asia and its relatively disaster-safe position offered it significant advantages as the location for the humanitarian logistics hub.

Mr. Said Faisal, the Executive Director of the AHA Centre, noted that the relief items that had been prepared were tailored to the culture of ASEAN. He also emphasised that it was not only the amount of aid that matters, but the relationships that it represented.

> "The AHA Centre is not only a response agency. As we envision the idea of ASEAN solidarity and ASEAN as a caring society, the Centre represents a big, caring family that will be there to help when other family members need support," he said.

Image on left page: Signing of AHA Centre - UNHRD Partnership Agreement on 6 December 2012 at UNHRD Subang

Though the event was initially intended to offer a simple demonstration of relief item deployment, Typhoon Bopha (local name: Pablo) had swept the southern Philippines three days prior, forcing the facility to shift into full operational mode. Just an hour after the launching ceremony concluded, the Special Malaysia Disaster Assistance and Rescue Team (SMART) and the ASEAN Emergency Rapid Assessment Team (ERAT) prepared relief items to be sent to the Philippines to assist in post-Typhoon Bopha operations in Mindanao.

Two days prior, the AHA Centre staff and ASEAN-ERAT members had coordinated a response plan with the National Risk Reduction and Management Council (NDRRMC) of the Philippines, and later deployed to the island of Mindanao to conduct a rapid needs assessment.

In November 2012, only two weeks before its launching event, DELSA relief items had also been sent to Myanmar, to support the emergency response to Thabaittkyin earthquake.

The Memorandum of Understanding between the Executive Director of the AHA Centre and the WFP-UNHRD was also signed on 7 December 2012, making ASEAN as one of the key UNHRD users in the region.

> "AHA Centre has the ability to develop standard logistics programmes in collaboration with WFP-UNHRD to enhance the operational and collective response capacity of ASEAN" said Mr. Belkacem Benzaza, who signed the MoU representing UNHRD.

The launch marked an important milestone both for ASEAN and the AHA Centre. It highlighted that the AHA Centre, at just a year old, was no longer a conceptual exercise but was instead a fully operational unit for regional disaster monitoring, risk and situational analysis, and aid dissemination.

Image on left page:
The 2nd DELSA PSC Meeting on 17-19 October 2012 in Kuala Lumpur, Malaysia (top)

ASEAN and AHA Centre visit to the UNHRD Subang, Malaysia, in preparation for the DELSA establishment, October 2012 (bottom)

MANAGING THE PROJECT

Several actors managed the DELSA project, ranging from the decision-makers to operational level staff.

THE DECISION-MAKERS

According to the Project Document, the ACDM was responsible for overall oversight and implementation of DELSA, with Malaysia and Singapore as the Co-Chairs of the PRWG tasked to assist the ACDM in monitoring the project's implementation. The PSC, led by the Co-Chairs of the PRWG, and consisting of the AHA Centre, the ASEAN Secretariat and the Japan Mission to ASEAN, monitored and provided guidance to the AHA Centre in the operation and implementation of the project.

PSC meetings, usually held on a biannual basis in conjunction with meetings of the PRWG, were held as half-day, results-driven meetings with pre-determined agendas that had been circulated among meeting participants to make the meetings more effective. The discussions focused on problem-solving, decision-making, consultation processes, progress updates, and exchanges of ideas to improve DELSA management and operations. The PSC was authorised to approve changes in activities and the reallocation of budget lines, as long as the changes were still within the project's objectives and the total budget.

In the case when there are other additional resources to DELSA from Japan or other partners that are within the project objectives and arrangements, those would be considered as additional resources to the project and the arrangements should be consulted with the Steering Committee for their approval.

Even though the Project Document stipulated that members of the PRWG might be invited, the composition of PSC membership remained the same since the beginning of DELSA. Minimising turnover therefore ensured institutional memory was retained and that communications and easier decision-making processes developed as the bond between members matured over time.

IMPLEMENTATION ARRANGEMENTS

The AHA Centre liaised and worked closely with UNHRD to manage the emergency stockpile, warehouse operations, and the deployment of relief items to disaster-affected countries. UNHRD was tasked with oversight of day-to-day management at the regional warehouse, identifying transporters, and proposing required relief items. Other partners would be hired, if needed, to help in procurement as determined by the Steering Committee.

Should the NDMO of a disaster-affected Member State request or accept assistance through the AHA Centre using the SASOP mechanisms, relief items were to be deployed immediately.

The Executive Director of the AHA Centre (or the officer-in-charge for the Executive Director of the AHA Centre) was given the authority to dispatch relief items from UNHRD Subang to an agreed-upon entry point. In addition, the AHA Centre could make recommendations to deploy relief items to an affected Member State, subject to the consent and approval of the affected Member State.

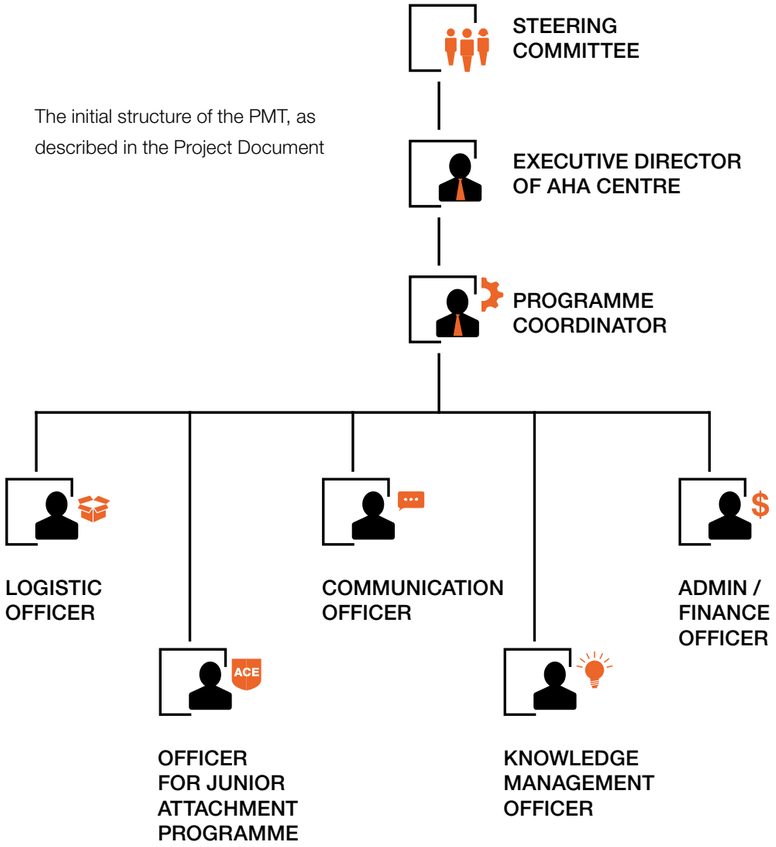
The Executive Director of the AHA Centre was given discretionary authority to automatically offer relief items worth up to USD 1 million to an affected Member State and the relief items would only be dispatched with the consent and approval of the affected Member State. Should the estimated value of relief items exceeded USD 1 million, the Executive Director of the AHA Centre must first consult the Governing Board for the AHA Centre (i.e. the ACDM) for approval before deploying the relief items to the affected Member State.

Under the DELSA programme, the ASEAN Secretariat was responsible for disbursing JAIF funds to the AHA Centre and/or its implementing partners, following conclusion of the technical agreements between the AHA Centre and its implementing partners.

PROJECT MANAGEMENT TEAM (PMT)

Given the scale of DELSA and the AHA Centre's need for human resources to execute its activities, a PMT was established to assist in managing the three components of the project.

The initial structure of the PMT, as described in the Project Document



NEW LOGO

AHA CENTRE
ASEAN Coordinating Centre
for Humanitarian Assistance
on disaster management

The old logo of the AHA Centre

AHA CENTRE
asean

ONE **ASEAN**
ONE **RESPONSE**

The new logo of the AHA Centre

ASEAN Emblem represents the ASEAN identity of the AHA Centre as the official coordinating agency in humanitarian assistance on disaster management in the region

The red colour in "AHA" depicts energy and passion, while black in "CENTRE" represents the formality of being the coordinating centre for humanitarian assistance on disaster management of ASEAN

The ten half-circular shape represents the ten National Disaster Management Offices (NDMOs) in ASEAN

The outer-bold-half-circle-shape represents the ASEAN Committee on Disaster Management as the founding fathers of the AHA Centre and also as the Governing Board of the AHA Centre

Combined altogether, all elements create a united identity for the vision of
One ASEAN
One Response

ONE **ASEAN**
ONE **RESPONSE**

The PMT serves an integral part of the AHA Centre. The AHA Centre's core staff and DELSA PMT staff are fully integrated, receive similar employee benefits and work side-by-side in daily and disaster response operations. This arrangement was designed to build a solid sense of ownership, teamwork, and dedication to the long-term objectives of ASEAN, rather than more narrowly defined project interests. Over the longer term, this arrangement also enables smoother decision-making processes. With this arrangement, it is also easier for the co-workers to work together to accomplish a common goal. This way, the project can benefit the AHA Centre and ASEAN as a whole, and the benefit of the project can last beyond project's duration.

IMPLEMENTING PARTNERS

With the PMT in place, the AHA Centre identified and obtained PSC approval for the selection of implementing partners for the three project's components. The WFP-UNHRD in Subang was selected as the partner for stockpile storage and deployment, procurement, development of database for stock control and commodity tracking, and for training,

The project was designed to allow for changes to the list of implementing partners over time, either replacing partners or adding additional support as needed. The PSC was authorised to review and approve the list of partners.

The PMT is also responsible for planning and organising training courses.

BUILDING AWARENESS ON AHA CENTRE, AADMER, AND ASEAN-JAPAN COOPERATION IN DISASTER MANAGEMENT

Image on left page: New logo of the AHA Centre, endorsed by the Governing Board in December 2015

Under the third component of DELSA, the AHA Centre developed strategic communication approaches intended to raise awareness on AADMER, the AHA Centre, and DELSA, as well as to promote ASEAN-Japan cooperation in disaster management.

Supported by the DELSA project, a new logo has been developed to establish the AHA Centre's brand, and a communications strategy has also been set up and implemented.

In line with the new communications strategy, the AHA Centre — together with Malaysia's National Disaster Management Agency (NADMA), UNHRD, and Edelman Public Relations — held a workshop in Subang, Malaysia on 1–3 March 2016, to improve the media relations skills of Member States' disaster management officers.

Through the training, the AHA Centre introduced its strategic communications work plan and provided guidelines related to representing the organisation and the overarching message of "One ASEAN, One Response" amongst its stakeholders and the overall ASEAN community. The training also provided an opportunity to introduce the AHA Centre Crisis Communications Tool (THE ACT). In the training participants learned about the implementation of communication activities that embrace a multitude of spheres including internal communications, external communications, and digital media.

Image on left page:
The AHA Centre, together with NADMA Malaysia and UNHRD, and supported by Edelman Public Relations, held the Workshop for the Familiarisation of DELSA Stockpile and The AHA Centre Crisis Communications Tool (THE ACT) in Subang, Malaysia in March 2016

Held at the UNHRD in Subang, the workshop also provided an opportunity to familiarise staff from NDMOs with the types and functions of the various assistance and operational items stored at the warehouse. The AHA Centre trained participants to assemble, use, troubleshoot, and maintain the materials and equipment that are available in the stockpile. As a result, the communications component led to greater public awareness of the AHA Centre, DELSA, and ASEAN-Japan cooperation in disaster management.

MANAGING EMERGENCY RESPONSE

Since its establishment in 2012, DELSA delivered relief items to 14 disaster emergency response missions across six ASEAN Member States. The relief items were deployed along with the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT), formerly known as the ASEAN Emergency Response Team, and the AHA Centre's team, forming an overall ASEAN response.

PLANNING THE MISSION

Every disaster response in handled by the AHA Centre is managed through an Emergency Response Action Plan. The plan becomes the guidelines for the mission, and is occasionally adjusted when based on developments in the field.

EMERGENCY RESPONSE OPERATIONS STRUCTURE

As soon as the AHA Centre responds to a disaster emergency, an Emergency Response Operations structure takes place. Using the Incident Command System (ICS) as the basis of its operations structure and tasking, deployment and management of DELSA becomes the responsibility of Logistics Unit.

MISSION OBJECTIVES

During disaster situations, there are five mission objectives that AHA Centre implements to reflect the spirit of "One ASEAN, One Response" and the spirit of AADMER. These mission objectives, which guide the deployment of DELSA resources, consist of:

1. Collecting, analysing, and disseminating information on disaster risks facing the affected Member States;
2. Supporting Member States' disaster response operations;
3. Facilitating and coordinating humanitarian assistance from the assisting Member States, other ASEAN Partners, and other humanitarian actors outside the affected Member State;
4. Delivering immediate relief assistance to the affected Member States through NDMOs; and,
5. Projecting ASEAN solidarity.

DEPLOYMENT OF STOCKPILES

According to the ASEAN Joint Disaster Response Plan (AJDRP), DELSA relief items are handled based on an analysis of disaster risks. As a disaster's status is elevated to "yellow alert", which indicates imminent danger, the AHA Centre's logistics team readies relief items for mobilisation and places them on standby. If required, DELSA resources can be mobilised prior to the response phase.

Within 6 hours of the crisis' elevation to the active response phase, or "red alert", the AHA Centre shares information on assets and capacities, including available DELSA resources, and provides recommendations to the affected Member State.

Within 48 hours of entering the active response phase, the JOCCA or AHA Centre's field team can start to coordinate the aid delivery after the affected Member States has accepted the offer of assistance.

STANBY PHASE (YELLOW ALERT)
IMMINENT DANGER

Resources from DELSA standby and ready to be mobilised.
They can also be mobilised prior to response phase, if required

ACTIVE RESPONSE PHASE (RED ALERT)
WITHIN 6 HOURS

AHA Centre share information on assets and capacities, including available DELSA resources and provide recommendations to the affected Member State

ACTIVE RESPONSE PHASE (RED ALERT)
WITHIN 48 HOURS

After the affected Member States accept the offer of assistance, the JOCCA or AHA Centre field team start to coordinate the aid delivery.

As regulated in AADMER and the SASOP, the AHA Centre coordinates the deployment of relief items to disaster-affected Member States. Relief items are delivered directly to the NDMO, and the subsequent distribution of goods to disaster-affected communities is done under the NDMO's authority. This way, DELSA relief items become NDMO resources to respond to emergencies and support ongoing operations in affected areas.

Image on left page:
The AHA Centre provides Mobile Storage Unit to support the affected NDMO in keeping the relief items

PROVIDING TEMPORARY STORAGE

After Typhoon Bopha hit the town of Boston in Davao Oriental province in the southern Philippines in December 2012, few buildings were left intact to properly store incoming relief items. When the AHA Centre's team arrived for an assessment, they found relief goods piled up in damaged buildings, which left them exposed to potential damage from sun exposure and drenching rains.

The AHA Centre delivered a mobile storage unit (MSU) to the local Emergency Operations Centre (EOC), where it was used to store incoming relief goods from government sources and other aid organisations. Handed over to the NDMO, the MSU served as the government's temporary warehouse, and allowed the government to manage the deployment of relief goods on its own. It ensured that relief goods were well-protected from damaging environmental conditions, and helped the EOC to properly receive assistance from other organisations that did not have the capacity to build their own temporary warehouses. A similar MSU was also built at the town of Nabunturan, in the province of Compostella Valley.

Because of their utility, the AHA Centre built MSUs to serve similar purposes for the Typhoon Haiyan Response in 2013.

Image on left page: Through DELSA, the AHA Centre provides office prefabs, electric generators and office supplies during emergency response to Typhoon Haiyan, November 2013

POWERING UP THE EOC

The EOC forms the heart of emergency response efforts in disaster-affected areas, leading and coordinating field operations. However, disasters often leave affected areas without electric power, communications networks, or crucial facilities needed to conduct operations and coordination activities.

For this reason, DELSA operational support stockpiles are designed to support NDMO's emergency operations. From pre-fabricated offices to office supplies and electric generators, the stockpiles powered up field EOCs after typhoons Bopha 2012, Haiyan 2013, Rammasun 2014, and Haima 2016.

Electric generators provide EOCs with the power needed to operate electrical devices and conduct operations around the clock. Communities around EOCs sometimes also benefit from the electricity produced by the ASEAN generators. In Bopha 2012, community members used the generators to charge their cell phones in order to be able to communicate with concerned relatives.

In the city of Tacloban, Typhoon Haiyan had caused a number of office buildings to collapse and had knocked out power to large parts of the city. The pre-fabricated offices and generators brought in by the ASEAN response team supported the government to accelerate its emergency response activities, saving valuable time.

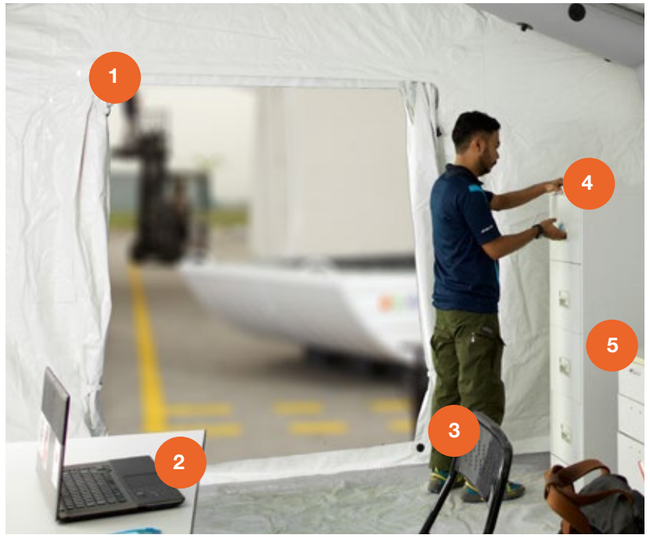
Relief items deployed in ASEAN emergency response missions are worth much more than their material value. These items, delivered at the critical moment after calamity, represent the manifestation of the regional solidarity that binds the 10 ASEAN nations together.

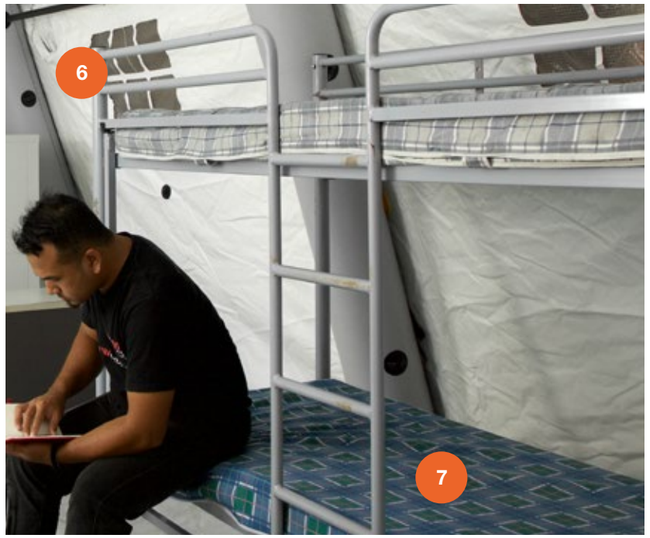
TYPES OF RELIEF ITEMS

DELSA relief items are grouped into three broad categories: Operational support materials, programme support materials, and other support materials. Over the years, and based on learning from each deployment experience, the AHA Centre — with the support of DELSA PSC and UNHRD — has worked to continuously improve and adjust the types of relief items to meet evolving emergency response needs. In 2016, the following DELSA relief items were available in the UNHRD warehouse in Subang, Malaysia.

OPERATIONAL SUPPORT MATERIALS are relief items intended to support the EOCs, operated by NDMO or by the AHA Centre, during the most critical time. Items consist of everything needed to run an office, and to shelter emergency responders. The relief items in this category include:

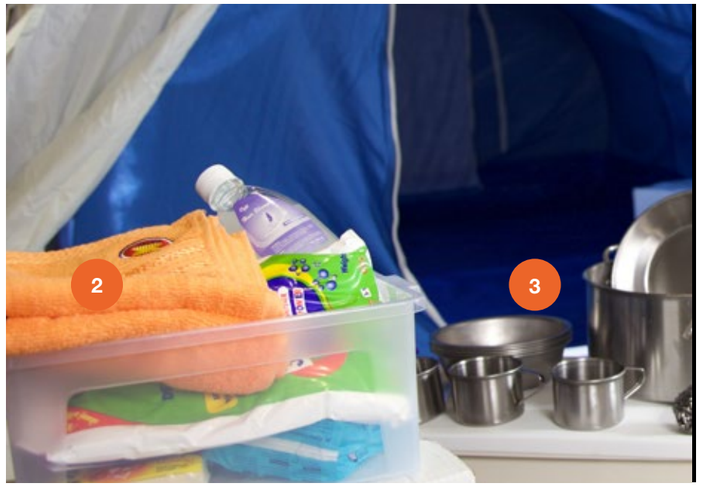
1. INFLATABLE LIGHTWEIGHT TENTS
2. FOLDING DESKS
3. FOLDING CHAIR
4. FILING CABINETS
5. FILE DRAWERS
6. BUNK BEDS
7. MATTRESSES





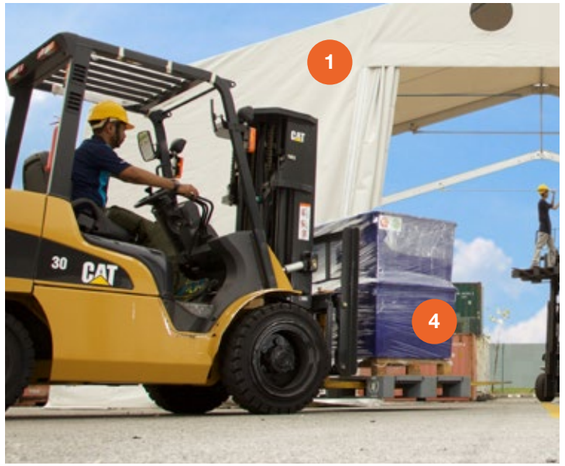
PROGRAMME SUPPORT MATERIALS are relief items intended to support affected communities and help them carry out their daily activities in emergency situations or in evacuation centres. Programme support materials include:

1. TUNNEL-SHAPED TENTS, WHICH CAN FIT A FAMILY OF FIVE
2. PERSONAL HYGIENE KITS, WHICH INCLUDE ITEMS NEEDED TO MAINTAIN PERSONAL HYGIENE SUCH AS SOAP, A TOOTHBRUSH, SHAMPOO, LAUNDRY POWDER AND SANITARY PADS
3. FAMILY KITS, WHICH INCLUDE SHIRTS, TOWELS, WATER BAGS, MOSQUITO NETS, CANDLES, AND AN FM RADIO
4. KITCHEN SETS, WHICH CONSIST OF COOKING AND DINING UTENSILS



OTHER SUPPORT MATERIALS are other types of relief items that can be used to support emergency response operations, such as to power up the operation or evacuation centres, or to serve as temporary warehouses. Other support materials include:

1. MOBILE STORAGE UNITS (MSUs)
2. ALUMINIUM UTILITY BOATS
3. DIESEL GENERATORS
4. STATIONARY KITS
5. TELESCOPIC LIGHTING EQUIPMENT
6. INDOOR AND OUTDOOR LIGHTING SYSTEMS
7. TOILET SYSTEMS
8. HYGIENISER/SEWAGE PASTEURIZATION UNIT



DELSA Relief Items in ASEAN Emergency Response

DELSA Relief Items Deployment 2012 – 2016

THABAITKKYIN EARTHQUAKE

NOVEMBER 2012, MYANMAR

Thabaitkkyin, Myanmar
11 November 2012

Magnitude
6.8 Richter Scale

Impact as of
22 November 2012

Affected Population
6,687 people

Deaths
11 people

Injured
140 people

House Damaged
1,836 houses

DELSA RELIEF ITEMS DELIVERED:

250 MULTI PURPOSE TENTS
covering 250 families approximately 1,250 people

70 ROLLS OF TARPAULINS
covering up to 700 families or approximately 3,500 people

TYPHOON BOPHA

DECEMBER 2012, PHILIPPINES

Mindanao, Philippines
3 December 2012

Impact as of
25 December 2014

Affected Population
6,245,998 people

Deaths
1,067 people

Injured
2,666 people

House Damaged
216,816 houses

DELSA RELIEF ITEMS DELIVERED:

250 MULTI PURPOSE TENTS
covering 250 families approximately 1,250 people

600 ASEAN FAMILY KIT

5,000 ROLLS OF TARPAULINS

USD 100,000 WORTH OF RICE

MEAL FOR 200 VOLUNTEER
in Inter-Agency Relief Operation hub in Davao City

NFI

3 MOBILE STORAGE
to provide storage for incoming relief items in emergency response operations centres

45 KVA GENERATORS
to power emergency response operations centres

10-WHEELER TRUCKS
to transport relief items

JAKARTA FLOOD

JANUARY 2013, INDONESIA

Jakarta, Indonesia
15 - 21 January 2013

Affected Population
245,119 people

Impact as of
21 January 2013

Deaths
20 people

DELSA RELIEF ITEMS DELIVERED:

Portable toilets, drinking water, sanitary wipes and trash bags for approximately 3,000 IDPs in evacuation centres.

BENER MERIAH & ACEH TENGAH EARTHQUAKE

JULY 2013, INDONESIA

Aceh, Indonesia
2 July 2013

Deaths
40 people

Magnitude
6.2 Richter Scale

Injured
2,532 people

Impact as of
14 July 2013

House Damaged
18,902 houses

Affected Population
52,113 people

DELSA RELIEF ITEMS DELIVERED:

250 FAMILY TENTS

500 SHELTER TOOLKITS

TROPICAL STORM MARING

AUGUST 2013, PHILIPPINES

Manila, Philippines
19 August 2013

Impact as of
23 August 2013

Affected Population
1,928,685 people

Deaths
10 people

Injured
41 people

Estimate Cost of Damaged
USD 2.2 million

DELSA RELIEF ITEMS DELIVERED:

9 RESCUE BOAT for NDRRMC

FLOOD IN CENTRAL & NORTHEN REGION OF LAO PDR

AUGUST 2013, LAO PDR

Lao PDR
27 August 2013

Impact as of
27 August 2013

Affected Population
112,586 people

Deaths
20 people

DELSA RELIEF ITEMS DELIVERED:

200 ASEAN FAMILY KIT

BOHOL EARTHQUAKE
OCTOBER 2013, PHILIPPINES

Bohol, Philippines
15 October 2013

Impact as of
15 October 2013

Affected Population
3,221,248 people

Deaths
222 people

Injured
976 people

Missing
8 people

House Damaged
73,000 houses

DELSA RELIEF ITEMS DELIVERED:

250 FAMILY TENTS

250 FAMILY KITS

TYPHOON HAIYAN
DECEMBER 2013, PHILIPPINES

Leyte, Philippines
8 December 2013

Impact as of
24 December 2013

Injured
28,636 people

Missing
1,779 people

Affected Population
16,078181 people

Deaths
6,109 people

Estimate Cost of Damaged
USD 142,191,945

PROVIDED:

EMERGENCY COMMUNICATION SUPPORT

2.5 TONS OF RICE OF RICE

2,000 BOTTLED WATER

2,000 ROLLS OF TARPAULINS

2,200 PERSONAL HYGIENE KITS

2 OFFICE PRE-FABRICTION UNITS

1 GENERATOR
for OCD temporary office in Tacloban

NFI 1 MOBILE STORAGE UNIT (MSUs)
for temporary warehouse in Giuan

250 SHELTER TOOL KIT

TYPHOON RAMMASUN

JULY 2014, PHILIPPINES & VIET NAM

Bohol, Philippines
15 July 2014

Impact as of
24 July 2014

Affected Population
4,000,987 people

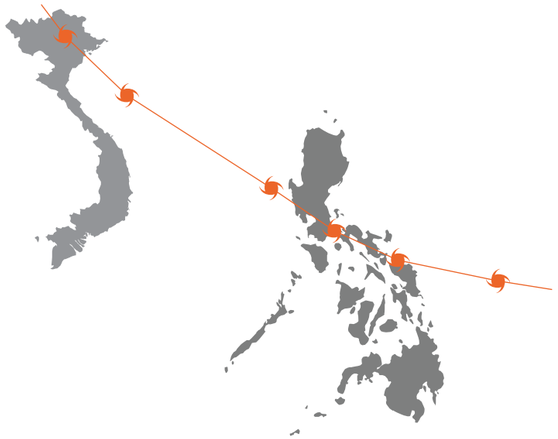
Deaths
98 people

Injured
630 people

Missing
5 people

Displaced
27,380 people

House Damaged
497,276 houses



DELSA RELIEF ITEMS DELIVERED:

500 ROLLS OF TARPAULINS

2 GENERATOR
for OCD temporary office

TYPHOON HAGUPIT

DECEMBER 2014, PHILIPPINES

Bohol, Philippines
3 December 2014

Impact as of
19 December 2014

Affected Population
4,149,484 people

Deaths
18 people

Injured
916 people

Displaced
100,264 people

DELSA RELIEF ITEMS DELIVERED:

650 ROLLS OF TARPAULINS

5,000 SHELTER
for families in Pasay City

MALAYSIA FLOODS

DECEMBER 2014 - JANUARY 2015*, MALAYSIA

Affecting 6 States:
Johor, Kelantan, Perak, Pahang, Terengganu, Sabah

Deaths
17 people

Affected Population
77,703 people

House Damaged
3,840 houses

most roads in affected areas blocked

DELSA RELIEF ITEMS DELIVERED:

538 family tents

538 family kits

498 shelter toolkits

1,000 rolls of tarpaulins

1,500 kitchen sets

MYANMAR FLOODS

JULY - AUGUST 2015*, MYANMAR

Deaths
110 people

Affected population
1,615,335 people

People displaced
333,178 people

House Damaged
16,095 houses

Crops damaged
910,000 acres of crops damaged

Agricultural land
1.4 Million acres of agricultural land inundated

DELSA RELIEF ITEMS DELIVERED:

2,000 tarpaulins

2,000 collapsible jerry cans

2,000 mosquito nets

4 aluminium boats with engine

3 mobile storage unit

2,000 family kits (purchased locally)

2,000 kitchen kits (purchased locally)

TYPHOON KOPPU (LANDO)
OCTOBER 2015*, PHILIPPINES

Casiguran, Philippines
October 2015

Deaths
48 people

Injured
83 people

Missing
4 people

DELSA RELIEF ITEMS DELIVERED:

1,000 rolls of tarpaulins

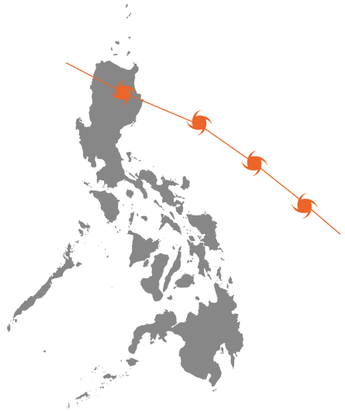
TYPHOON HAIMA
OCTOBER 2016, PHILIPPINES

Deaths
14 people

Injured
4 people

Affected Population
46,592 people

House Damaged
90,035 houses



DELSA RELIEF ITEMS DELIVERED:

Provide 8 units of generator set
20-25 KVA

Each and every disaster emergency response mission had been as unique as the disaster itself, and affected areas come with their own characteristics and challenges. The AHA Centre has continuously learned from every challenge and situation it has encountered in its operations in an effort to further improve its practices. In the beginning of DELSA relief item deployments, the team started with minimal knowledge of what items would be appropriate and how to deliver them effectively to affected areas.

The AHA Centre's team has never hesitated to share its unique, and sometimes surprising, experiences from each response mission. At times, those experiences have sounded surreal, but usually indicated that improvements or better anticipation should take place. Emergency response is a dynamic field that often requires adjustments to overcome difficult situations. However, anticipation is not impossible. Solid SOPs and ground rules, along with an understanding of those SOPs and knowledge of the resources available in different countries all constitute helpful tools to react properly to ever-changing needs and circumstances in emergencies. These tools also help the AHA Centre's team to think and make quick decisions, all for one aim — providing quick and necessary support to the government and communities in affected areas.

The AHA Centre's operational procedures require the whole team to gather together after each emergency response mission for an After-Action Review (AAR). These reviews are designed to capture lessons from each deployment and to list improvements that are needed for better responses in the future.

Among the 14 missions, the Typhoon Haiyan response in 2013 was by far the largest and most challenging in the AHA Centre's five-year history. With the disaster's tremendous impacts came great lessons to be learned and improvements to be made. The scale of the Haiyan mission inspired the AHA Centre to conduct a more thorough evaluation, inviting a number of ASEAN actors involved in the operation. With the support from AADMER fund, the review – which captured the lessons learned from Haiyan response – became the catalyst for accelerating the implementation of the "One ASEAN, One Response" vision.

The ACE Programme has also seen continuous improvements from batch to batch, to ensure that participants obtain a maximal amount of relevant skills, knowledge, and experience to take on roles as future leaders in disaster management. Prior to the end of each batch, participants gather and share feedback on things that they have learned experienced throughout the six-month training programme.

Improvements in DELSA are made in line with other improvements in overall AHA Centre's operations. With input and guidance from the ACDM PRWG and the PSC, the AHA Centre has learned lessons from each mission, made necessary adjustments to relief items, revised methods of procurement and transportation, and continuously improved its system to better respond to disasters in the region.

ADJUSTMENTS FOR MORE EFFECTIVE FUNDING UTILISATION

The DELSA stockpile is intended to accelerate responses to disasters in the region; hence speed was a key consideration in the delivery of relief items. According to the AADMER Work Programme Phase 1 Monitoring and Evaluation Report and in line with the SASOP, a regional response should be coordinated within 24 hours. However, the actual delivery of relief items through DELSA ranged from one to 11 days because of various challenges, including the duration of procurement processes and the speed of available transportation. Aircraft had to be chartered to transport goods from Subang, Malaysia to the entry point nearest the disaster-affected area. From there, ground transportation also needed to be arranged to deliver goods the rest of the way. These arrangements took valuable time.

On the other hand, funding efficiency was also a prime consideration for the AHA Centre. The high cost of airlift operations placed pressure on the initial budget of USD 2 million allocated for all transportation costs, including airlifts, land transport, storage and handling charges, and ground courier services.

Specific relief items, such as MSU and pre-fabricated offices, are valuable for operational support but are not typically available in disaster-affected countries — hence the only option is to transport them from the UNHRD warehouse in Malaysia. However, because other items such as rice, family kits, hygiene kits and kitchen utensils are commonly available in ASEAN Member States, it was more effective to procure these items locally than transport them from overseas. In some cases, the associated transportation costs would have greatly exceeded the value of the relief items needed. During the Typhoon Bopha response, for instance, procuring tarpaulins locally in the Philippines was faster and more cost-effective than shipping them from Malaysia.

As a result, the AHA Centre has considered a number of different approaches to enhance the effectiveness of stockpile delivery. Adjustments and improvements made to expedite delivery time and to use funding more efficiently include:

REVISIONS IN THE AHA CENTRE'S EMERGENCY FUNDING DISBURSEMENT MECHANISMS:

While the Executive Director of the AHA Centre has the authority to release a maximum of USD 1 million, the disbursement process could take a few days. The AHA Centre, in collaboration with the ASEAN Secretariat who manages the funds, revised funding disbursement mechanisms to match the agility needed in emergency response operations.

LOCAL PROCUREMENT:

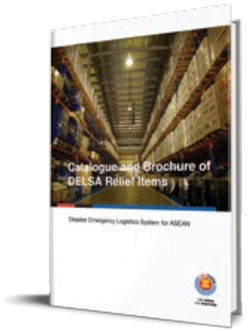
The AHA Centre shifted from merely transporting relief goods from Subang to procuring relief items from local vendors. Because local procurements enabled both fast delivery and lower transportation costs, this practice has grown over time, with 8 out of 14 AHA Centre's missions utilising this mechanism.

LONG-TERM AGREEMENT (LTA) WITH VENDORS:

Understanding the practicality of local procurement, the AHA Centre developed LTA mechanisms with suppliers in the Philippines, since the AHA Centre's five-year experience had shown the Philippines was the most frequently affected by disasters. The LTA approach allowed for the competitive selection of pre-approved vendors, so that during emergency operations, the AHA Centre could directly procure the relief items without the need for further bidding. This sped up the procurement process, and ultimately, the delivery of relief items. In both local procurement and LTA methods, NDMOs and NGO partners in the AADMER Partnership Group (APG) in affected countries helped the AHA Centre to find trusted and capable vendors. They also helped the AHA Centre gain the vendors' trust.

"WHITE STOCK" FROM LOCAL WFP WAREHOUSES:

One benefit from the partnership with UNHRD was the access it provided to relief items stored in WFP warehouses in disaster-affected countries. In cases where relief items were needed immediately and operations could not wait for items to be transported from the Subang warehouse, UNHRD helped the AHA Centre obtain "white stock", i.e. unlabelled stock, from the local WFP warehouse. The AHA Centre could immediately obtain these items and deliver them to the NDMOs, and UNHRD could later replenish stocks from its Subang warehouse. This practice allowed ASEAN to obtain the same items, or items with similar specifications/qualities in shorter amount of time.



DELSA CATALOGUE:

In March 2016, the AHA Centre launched the DELSA Catalogue, which describes available stockpiles. The catalogue was the result of a joint effort between the AHA Centre and UNHRD in Subang. Commodities and equipment listed in the catalogue were compiled from recommendations from the previous AHA Centre's emergency responses and mainly focused on items that are suited to the first phase of emergency responses, both for community needs and to support NDMOs. The technical specification of these commodities and equipment are based on international standards for humanitarian relief items and used around the world by humanitarian agencies, including UN bodies. The catalogue provides guidance for the AHA Centre staff, ASEAN-ERAT members, and the NDMOs in fulfilling local needs, including conducting local procurements, during emergency operations.

PRE-IDENTIFIED RELIEF ITEMS BASED ON THE HAZARD TYPE:

The AHA Centre identified different sets of relief items for different hazard types. Based on past disaster emergency response experiences, the AHA Centre mapped out the most common needs for a particular type of disaster. For instance, because typhoons usually leave houses uninhabitable, tarpaulins and family kits are needed. Pre-identifying relief items based on the hazard type can help the warehouse prepare necessary stockpiles. As soon as the AHA Centre's disaster monitoring unit identifies the increasing intensity of a typhoon, the logistics team can start pre-positioning stockpiles, hence cutting response time once disaster strikes.

IN-COUNTRY COORDINATION TEAM (ICCT):

As the first responder team to deploy, the ICCT can immediately show the NDMO in a disaster-affected country the types of relief items available and quickly make decisions on which items need to be deployed/procured. Lessons from previous responses have made the decision-making process more practical, as the AHA Centre is already familiar with the most needed or most appropriate types of relief items for particular types of disaster.

ADJUSTMENTS FOR INCREASED USEFULNESS AND MORE PRACTICAL DELIVERY

DELSA relief items underwent a number of adjustments in the first four years to match the needs of emergency response missions. Usefulness, size, and weight of the relief goods were taken into consideration in making these adjustments. Although they may be useful, bulky and heavy items might be difficult to transport, take up limited cargo capacity, and otherwise limit the amount of other relief items that can be delivered to communities in need.

The AHA Centre team figured out substitutes for a number of useful but bulky items. Pre-fabricated offices, for example, were replaced with inflatable, lightweight tents, while one ASEAN family kit was split up into three separate sets of relief items: personal hygiene kit, kitchen set, and family kit, all packed in more compact packaging.
Learning from past experiences, the AHA Centre has also considered the procurement of meals-ready to-eat (MREs). MRE's importance for first responders was highlighted by the experience of the ASEAN-ERAT team during Typhoon Haiyan, when the team at ground zero had limited access to food. Singapore, as a Co-Chair of the ACDM PRWG, has suggested to the AHA Centre to learn from the Singapore Civil Defence Force and other organisations about the types of MREs used for their response teams.

COORDINATED EMERGENCY RESPONSE SYSTEM FOR FASTER, BIGGER, AND BETTER RESPONSE

Coordination is the key success factor in every emergency response deployment, including in improving DELSA effectiveness in responding to disaster situation. For this purpose, the AHA Centre focuses on improving internal and external coordination through several initiatives.

MORE STRUCTURED PLANNING AND TASKING:

In 2013, the AHA Centre started to integrate Incident Command System (ICS) into its emergency response operations. The deployment of DELSA relief items is managed by the Logistics Section Chief, who works closely with the Information Section to define the types of items in need. Through improvements in that internal system, the AHA Centre attempted to establish a mechanism for more structured planning and coordinated tasking. Within the ICS, the AHA Centre Operations Team has developed an Emergency Response Plan for each disaster response mission to guide its response operations. Alert levels produced from disaster monitoring and analysis – especially in cases of non-immediate onset disasters, such as typhoon and floods – have also helped the AHA Centre to better plan its operations and forecast relief items to be prepared.

THE AHA CENTRE/NDMO/UNHRD COORDINATION

In the early days of DELSA operations, decisions on the types and quantities of relief items to be delivered and available transportation options were made only after the AHA Centre's team had arrived in the affected country. The decisions were then communicated to UNHRD, and the UNHRD team followed up by packing and preparing the delivery. This series of actions has subsequently been shortened — particularly for non-immediate onset disasters such as typhoons and flooding — thus allowing relief items to arrive soon after disaster strikes. One or two days before typhoons are predicted to make landfall, the ICCT will already be in country, working closely with the NDMO, and coordinating with UNHRD to pre-position planned relief items. This coordination mechanism helps to accelerate the response, and ensure items are delivered in the immediate aftermath of disaster.

COORDINATION WITH AUTHORITIES FOR INCOMING RELIEF ITEMS:

In the very beginning of DELSA operations, customs and NDMO officials in ASEAN Member States were unfamiliar with the AHA Centre and its role. The AHA Centre continuously improve the external coordination by increasing Member States' knowledge on DELSA existence, use, and mobilisation procedures to help smooth political processes needed to deliver relief items to affected countries. The use of SASOP forms, continuous support to affected countries, continuous familiarisation of SASOP mechanisms, and the introduction of the "One ASEAN, One Response" vision, have helped raise awareness among authorities in affected countries. Greater understanding has helped speed up the exchange of SASOP forms and has improved the coordination needed to facilitate the entry of relief items.

COOPERATION WITH THE PRIVATE SECTOR

In 2015, the AHA Centre started to work hand-in-hand with the private sector. On 1 November 2015, the Corporate Citizen Foundation (c) signed a landmark partnership agreement with the AHA Centre, making the Singapore-based foundation the first official private sector partner for regional disaster management. Building on the agreement signed in November, the CCF presented the AHA Centre with SGD 100,000 on 11 March 2016 to support operations and stockpiling efforts, to better respond to regional disasters. Ten units of Singaporean-made, manual-powered and motorised water treatment systems for disaster relief were included in the support. The light and portable systems are World Health Organisation (WHO) compliant, and can filter out known bacterial, chemical and metallic contaminants to produce 500 litres of clean water per hour.

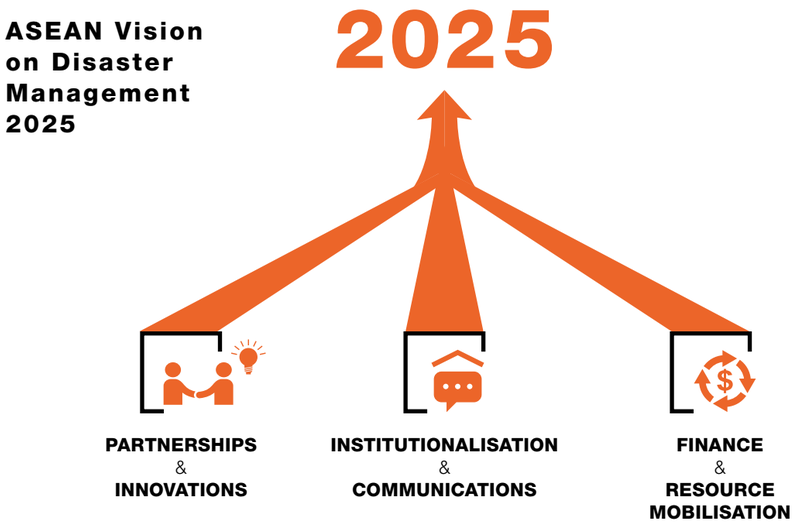
5

THE FUTURE OF DELSA

Changes in the global and ASEAN humanitarian landscapes, as well as experiences from past disaster emergency response gradually brought about new methods for disaster management. Such changes also impact DELSA and its future.

Humanitarian actors at the World Humanitarian Summit in May 2016 in Turkey, Istanbul agreed that localising humanitarian response was regarded as a way to better meet the needs of crisis-affected communities. In the same month, during the 28th ACDM Meeting in Semarang, Indonesia, the ACDM launched the ASEAN Vision 2025 on Disaster Management — a 10-year strategic document that charts a course for ASEAN to becoming a global leader in disaster management — and the new AADMER Work Programme 2016-2020, which puts into action the vision of a resilient ASEAN Community over the next five years.

The ASEAN Vision 2025 on Disaster Management provides for, among other things, an institutionalisation of AADMER that extends from global and regional levels and seeks to develop disaster management and emergency response strengths at the national and sub-national levels. This integrated approach aims to achieve recognised global leadership in disaster management. The Vision also outlines the importance of outreach to "non-traditional partners", such as the private sector.



On 6 September 2016, ASEAN Leaders signed the "ASEAN Declaration on One ASEAN, One Response: ASEAN Responding to Disasters as One in the Region and Outside the Region" at the 28th and 29th ASEAN Summit in Vientiane, Lao PDR. The declaration is based on the principle of harnessing the individual and collective strengths of different sectors and stakeholders in ASEAN to effectively respond to disasters inside and outside the region. The declaration confirms that AADMER is the main regional policy backbone and common platform for the implementation of One ASEAN, One Response, and identifies the AHA Centre as the primary ASEAN regional coordinating agency on disaster management and emergency response. It also recognises the role the AHA Centre plays in enabling ASEAN to respond to disasters outside the region.

The success of the "One ASEAN, One Response" strategy is measured by the speed, scale, and solidarity provided by the ASEAN Member States to the disaster-affected communities. This success will be further intensified through the coordination of the ASEAN Community Pillars and the wider humanitarian response community, which is driven by AADMER as the common platform for emergency response coordination in the region. It is envisioned that by the end of 2020, ASEAN will approach self-sufficiency in preparedness and response through enhanced capacities and the involvement of multiple sectors in regional relief efforts.

DELSA'S FUTURE ACCORDING TO THE AADMER WORK PROGRAMME (AWP) 2016-2020

The above visions are well-incorporated into the AWP 2016-2020, which continues to emphasise the ownership of and the contributions to ASEAN Member States; and the significance of broad stakeholder engagement while maintaining ASEAN centrality for policy and programmatic coherence.

In 2013, subsequent to the review of accomplishments in AWP 2010-2015, the ACDM PRWG began to think ahead towards further strengthening of regional coordination during emergencies to inform the AWP 2016-2020. The ACDM PRWG identified six priorities to solidify ASEAN's leadership in the regional humanitarian landscape. These priorities included:

1. **Development and implementation of the ASEAN Joint Disaster Response Plan (AJDRP);**

2 **Promotion of regional understanding of the Incident Command System (ICS);**

3 **Enhancement of the Disaster Emergency Logistics System for ASEAN (DELSA);**

4 **Maximising the ASEAN Regional Disaster Emergency Response Simulation Exercises (ARDEX) as a testing ground for established coordination mechanisms;**

5 **Improving civil-military coordination (CIMIC); and**

6 **Transforming the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT).**

The mobilisation of ERAT and DELSA capacities were also identified as components of response options that will be developed under the AJDRP. Under AWP 2016-2020 Priority Programme 6 on Equip, the ACDM established an objective to "intensify ASEAN's human, institutional, and logistics capacity to deliver fast, collective, and reliable regional response." Under this objective, the expected outputs are: (1) Enhance the implementation of DELSA; and (2) Enhance the capacity of the ASEAN-ERAT.

Together with intensified regional coordination mechanisms to be pursued under AWP 2016-2020 Priority Programme 5 on Respond as One, this Priority Programme 6 on Equip on enhancing capacities for response delivery is expected to transform the regional humanitarian landscape into a resilient ASEAN community with enhanced capacity and capability to adapt and respond to social and economic vulnerabilities, disasters, climate change as well as emerging threats and challenges.

Based on DELSA's four-year experience, the establishment of the regional and satellite warehouses has faced several challenges, namely achieving the desired scale of impact, building sustainability, and developing regional response standards that were consistent with international of humanitarian assistance standards yet sufficiently contextualised for the region. ASEAN will therefore further refine its role, so as to avoid duplicating the existing capacities of other humanitarian actors, and instead address other strategic challenges that have faced external actors in previous large-scale disaster operations.

ASEAN will also reconsider whether the provision of family kits or shelter kits at current capacity levels achieve the intended levels of impact, especially in light of the ability of other humanitarian actors to provide greater quantities of such relief items. This review would need to revisit the current approach to warehouse inventory management in order for ASEAN to channel its investments into stockpiling assets that other humanitarian actors would not be able to provide or would have to be stored for considerations of quality, security, or other concerns.

During emergency response operations, one of ASEAN's strongest assets is its ability to mobilise government resources to facilitate the delivery of assistance. This includes, but is not limited to, expediting customs, immigration and quarantine procedures; the provision of transport facilities (land, sea, and air); immediate restoration of power supply, telecommunications and internet connectivity; setting up and securing in-situ stockpile warehouses; and establishing temporary hospitals and shelters.

Disaster operations often face acute challenges in ensuring the movement of people and goods from a transportation hub to a final destination in order to reach the most vulnerable communities and groups. The development of the regional response options under AJDRP will therefore be a key step towards strengthening a regional logistics system that is able to deliver effective assistance in terms of speed, appropriateness, and scaled impact — thus solidifying ASEAN's leadership position in the humanitarian landscape.

Another critical element of establishing a reliable aid supply chain is the strengthening of partnerships with ASEAN Dialogue Partners, civil society, private sector, academic institutions, and stakeholders, who must necessarily understand and are involved in the regional coordination mechanisms.

Based on the above considerations, further efforts related to enhance the implementation of DELSA will focus on the following outputs and activities:

ENHANCED CAPACITY AND MECHANISMS OF LOGISTICS SYSTEMS IN ASEAN

Key activities designed to achieve this output include:

- Establish network of warehouses in the ASEAN region, including the establishment of satellite warehouses;
- Establish partnerships with various actors, including establishing long-term agreements and a supplier/partner database;
- Develop procedures for procurement, receipt, and dispatch of stockpiles along with warehouse management standards, particularly for satellite warehouses;
- Develop a mechanism to engage with ASEAN Emergency Rice Reserves;
- Conduct a study on enhancing regional emergency logistics mechanisms and document the lessons-learnt.

STANDARDS FOR HUMANITARIAN RELIEF

- Review humanitarian and relief standards, challenges, and gaps with the aim of establishing ASEAN quality and validity standards;

- Develop ASEAN quality and validity standards for relief items and humanitarian response;
- Disseminate information on ASEAN regional quality and validity standards;
- Review the implementation of ASEAN quality and validity standards for emergency response and humanitarian assistance;
- Conduct an ASEAN Humanitarian Logistics Conference to draw experts together and showcase best practices from different actors across the region;
- Compile and publish best practices on ASEAN disaster response logistics and standards of humanitarian practice.
- Establish certifications for emergency humanitarian logistics professionals
- Develop a curriculum and train disaster emergency logistics professionals
- Conduct table-top exercises for warehouse coordination and mobilisation of disaster emergency logistics
- Conduct regular assessments of warehouse and supply chain management
- Develop an online system, including mobile applications, to monitor the availability of items within the stockpile.

ASEAN LOGISTICS ROADMAP 2016-2020

DELSA is a system that can accommodate many logistical aspects. Responding to the ever-growing landscape of humanitarian world, the AHA Centre felt the development of a Logistics Roadmap in ASEAN was an important part of DELSA's evolution.

The Logistics Roadmap takes the ASEAN Vision 2025 on Disaster Management, AADMER Work Programme 2016-2020 and the AHA Centre Work Plan 2020 into consideration. It envisions ASEAN as the global reference on disaster management. Through the Logistics Roadmap, the AHA Centre looks forward in developing a robust logistics system in all Member States, and in doing so, imparting each Member State with a strong capacity for emergency logistics management.

The Roadmap, which has been endorsed by the ACDM PRWG, comprises four pillars as follows:

PILLAR 1 - LOGISTICS SYSTEMS

- The principal component of this pillar focuses on continuation of the DELSA initiative by providing a fully-integrated regional warehouse system to support ASEAN emergency response, complete with functional tracking and management systems and trained network personnel. This includes extending the warehouse system beyond Subang in Malaysia to the Philippines and Thailand, and perhaps other countries in the region;

- The second component of this pillar aims at ensuring reliable and cost efficient supply of relief items that are continuously available. This not only provides for a network of suppliers for relief items, associated transport and handling services with long term, pre-negotiated supply agreements to ensure that the warehouse network remains adequately stocked, but also examines the efficacy of direct delivery of relief items from suppliers to emergency locations without the need to pass through the physical warehouse network;

- The final component of this pillar addresses the need to enhance regional logistics information and response capacities. This will be achieved through the periodic assessment of capacity elements within each Member State, identifying strengths, shortcomings and remedial measures

PILLAR 2 - HUMAN RESOURCES

- The first component of this pillar aims at ensuring there is sufficient coordination and advisory capacities within the AHA Centre itself to undertake the range of logistics activities set out in the Centre Work Plan 2020, including implementation of the Roadmap;

- The second component seeks to enhance logistics response capabilities throughout the region. The main outputs focus on ensuring there is an adequate pool of capable logistics staff within ERAT and that necessary funds are available to support the deployment of these staff as and when required

PILLAR 3 - TRAINING

- This pillar provides training to enhance preparedness while elevating the skills of ASEAN emergency logistics practitioners to international standards. Outputs include preparing the ERAT with appropriate skills in emergency logistics, establishing a programme of certification, and training for practitioners from all sectors that cover all Member States to reach international standards of preparation. In addition, Humanitarian Logistics Conferences will be organised periodically to bring together top ASEAN experts to showcase best practices from within the ASEAN region.

PILLAR 4 - INNOVATION

- This pillar establishes a mechanism for collaborative research and development, including working together with humanitarian practitioners to promote the transformation of ASEAN logistics delivery to a world-class standard. The aim is to create an environment conducive to the stimulation of new approaches and the adoption of new technologies for the delivery of disaster emergency logistics. Key to the approach is expanding contacts with relevant private enterprises, academic and research institutions, as well as the military, both within and outside the ASEAN region.

DONOR SUPPORT

Japan has been a very supportive partner in DELSA's development. As a prominent ASEAN Dialogue Partner, Japan reaffirmed its commitment for ASEAN-Japan Cooperation through the Vision Statement on ASEAN-Japan Friendship and Cooperation in 2013. Two of the four areas of partnership in the Vision Statement reaffirmed Japan's commitment to supporting disaster management efforts:

PARTNERS FOR QUALITY OF LIFE

Enhancing cooperation to eradicate poverty and tackle challenges arising from climate change, disasters, urbanisation, and an aging population.

PARTNERS FOR PEACE AND STABILITY

Strengthening cooperation on disaster management, UN Peacekeeping Operations, non-proliferation and disarmament, counter-terrorism, transnational crime and maritime security, among others.

During the 17th ASEAN–Japan Summit in November 2014, Japanese Prime Minister Abe underlined his country's commitment to the "Partners for Peace and Stability" objective. He stated that under the ASEAN-Japan Disaster Management Cooperation, Japan would continue to provide support through the AHA Centre and other entities[1].

1. Summary from 17th Japan-ASEAN Summit Meeting, can be accessed at http://www.mofa.go.jp/a_o/rp/page3e_000260.html

Based on this commitment, Japan has expressed its interest to continue support for DELSA through DELSA Phase 2, which is planned to begin in January 2018. Similar to the arrangements for DELSA Phase 1, funding will be provided through JAIF and administered by the JAIF Management Team at the ASEAN Secretariat.

Having worked closely with the ACDM, ASEAN Secretariat, the AHA Centre, and the PSC since DELSA's establishment, JAIF Management Team has had the opportunity to observe DELSA's growth closely. The Government of Japan and the JAIF Management Team appreciate the progress made by the AHA Centre and DELSA in particular, and will continue to provide support for the development of the next phase of DELSA.

6

8 FACTORS BEHIND DELSA'S SUCCESS

1

ASEAN LEADERSHIP AND OWNERSHIP

The DELSA project was born through ASEAN cooperation and has been an ASEAN-led initiative from its very beginning. Statements made during the ASEAN Summit, the high-level ASEAN Leaders' meeting, and the ASEAN–Japan Summit, have made clear ASEAN's leadership and ownership of the project since the establishment of DELSA. Intensive discussions, decision-making processes, and endorsements from representatives of Member States' NDMOs were all conducted through and led by the ACDM, with support from the ASEAN Secretariat. At the operational level, the full levels of support that the AHA Centre has received made the management and deployment of DELSA possible.

Through such ownership, all decisions regarding DELSA were made by focusing on ASEAN's needs and capacities as prime considerations, and as a result, support was devoted to developing a logistics system that suited ASEAN's needs. In short, DELSA was designed by ASEAN to address ASEAN needs.

The trust placed by the ACDM in the PRWG provided the Working Group with the opportunity to lead the establishment process, to oversee progress, and to guide the decision-making process. Meanwhile, whenever needed, the ACDM also provided its support for making important decisions.

The Government of Malaysia, in particular, has been an important actor in DELSA, for it has provided the land and financial support to the UNHRD warehouse, where DELSA stockpile is currently hosted. Member State governments have also been very welcoming and appreciative towards the ASEAN response team and DELSA relief items. Most recently, Member States showed great enthusiasm for hosting the future DELSA satellite warehouses, which will become DELSA hubs in proximity to disaster prone areas.

ASEAN ownership and leadership has helped DELSA evolve to improve its operations and better serve the community, and will continue to be great assets for DELSA's development and growth.

2

STRONG DONOR SUPPORT AND TRUST

Donor support and trust have been key success factors for DELSA. As the main donor to DELSA, Japan's exceptional level of support has extended throughout the DELSA decision-making process and its management — through the ease in cooperation and dialogue in high-level summits, in follow-up communications, decision-making processes, and programme development-related endorsements.

Japan entrusted the AHA Centre and the ASEAN Secretariat to manage the funding, and the ACDM to guide decision-making processes without any interference. Japanese counterparts listen to ASEAN's needs and considerations, and have been supportive in making sure that DELSA fulfils ASEAN's needs. Japan, through the Japan Mission to ASEAN and JAIF, has provided platforms for support and has always been open to discussion, through the regular DELSA PSC meetings and other related meetings. Through this level of trust and support, ASEAN as a whole, and the AHA Centre in particular, have been privileged to be able to adjust the use of funds according to ASEAN needs and capacity.

3

PARTNERSHIP AND EXTERNAL EXPERIENCES

Partnerships opened up opportunities for the AHA Centre's staff and Member States to benefit from external experiences. The cooperation with the WFP-UNHRD — which has an established logistics management system and experience — in managing ASEAN's emergency stockpile allowed for the establishment of DELSA in a relatively short period by utilising resources that were already available in UNHRD, such as the warehouse, stockpiles, logisticians and networks of suppliers and transportation.

The partnership also allowed the AHA Centre to obtain needed stockpiles in shorter periods of time and at lower costs than when the stockpiles needed to be flown from the Subang warehouse. Using the WFP's vast networks, time and money were saved by accessing WFP stockpiles located within disaster-affected ASEAN Member States.

DELSA's Project Document provides opportunities for broad engagement with other partners. In 2015, the AHA Centre signed a partnership agreement with the Singapore-based CCF, which later provided SGD 100,000 and ten units of Singaporean-made, manual-powered and motorised water treatment systems, in support for the AHA Centre's operations and stockpiling efforts. The non-exclusive partnership arrangement allows the DELSA to gain more support needed for its development in the future.

4

PROJECT STEERING COMMITTEE SYSTEM (PSC)

As the platform for all parties involved in DELSA decision-making and operational systems, the PSC has played a central role in making important decisions.

Since its first meeting in 2012 until most recently, the membership composition of the PSC has remained the same. This has allowed for the retention of institutional memory, which has fostered common understanding among the members and helped to facilitate smoother decision-making processes. Cohesion among personnel within the Committee has been solid, and discussions in PSC meetings have always been thorough yet supportive. This comfortable partnership environment allows for the smooth flow of information and exchange of ideas, which always results in better decisions.

5

STRENGTHENING THE CAPACITY OF THE AHA CENTRE

By working with an established partner, the AHA Centre — which was still very new when DELSA began —was able to operate ASEAN's logistics system and respond to disasters immediately after the Memorandum of Understanding between the Centre and UNHRD was agreed and signed.

The partnership provided the AHA Centre and Member States with opportunities to develop their knowledge and skills on emergency stockpile management, and exposed them to best practices in humanitarian logistics. The WFP also shared its expertise with Member States' disaster management officers through its support for the ACE Programme and the Workshop on DELSA stockpile familiarisation.

6

PROJECT MANAGEMENT TEAM (PMT) INTEGRATION

The integration of the PMT with the AHA Centre core team enabled seamless collaboration in the AHA Centre's day-to-day and emergency response operations. During emergency response, this integration allows smooth chain of command through all emergency response team, whether they are coming from PMT or the core team. Meanwhile, the DELSA PMT also supported the communications and knowledge management elements that document all DELSA and the AHA Centre's experiences.

7

ABILITY TO EVOLVE

The ability to evolve enabled necessary adjustments in terms of budgeting, stockpile management, methods of delivery, and types of relief items — adjustments which were made to better suit emerging needs of disaster-affected communities in ASEAN, and to allow the AHA Centre to respond more effectively and efficiently. Notable adjustments included the pre-positioning of relief items based on the types of disaster, local procurement and long-term agreements to shorten distribution time, and most recently, the plan to establish DELSA satellite warehouses in the Philippines and Thailand.

With the support from the PSC, adjustments to DELSA operations and stockpiles were made primarily to adapt to situational needs that arose out of emergency responses. The experiences and lessons learned from emergency response mission were discussed and documented through the AAR process.

8

DELSA TO STRENGTHEN AHA CENTRE'S CAPACITY

DELSA also strengthened the capacity of the AHA Centre. Through managing and deploying relief items, the AHA Centre team had frequent opportunities to meet and work closely with Member States. At the same time, the team gained experience in emergency logistics management and built stronger relations and networks with the NDMOs, Member State governments, and the WFP-UNHRD.

The various missions also helped the AHA Centre to understand ongoing and growing needs in disaster emergency response, and to adjust its services for ASEAN communities. The ability to provide relief items built confidence in the AHA Centre, as well as confidence within the region, that ASEAN is able to manage and support disaster emergency responses. Consistency in providing support for emergency responses through DELSA supported a growing sense of ownership among ASEAN Member States, encouraging them to embrace the idea that DELSA is owned by and important for them.

DELSA is the manifestation of ASEAN and Japan's commitment to improving the quality of life for ASEAN citizens, to reduce suffering brought on by disaster, and to continuously develop the region's disaster management capacity. DELSA grew significantly, thanks to the solid support system provided by the ACDM, the government leaders of ASEAN, Japan Mission to ASEAN, ASEAN Secretariat, JAIF Management Team, and AHA Centre's team. Support from external partners, primarily from the WFP-UNHRD, made DELSA operations possible. As it embarks on its fifth year and looks forward, DELSA will rely on additional support from the private sector and Member States that have offered to support future DELSA satellite warehouses.

ASEAN remains prone to disasters and DELSA continues to evolve to meet the region's needs, based on lessons gleaned from past operations and from the shifts in humanitarian landscape. Therefore, proper documentation of such lessons will serve as an important reference for the further development of the system.

ACRONYMS	DEFINITIONS
AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ACDM	ASEAN Committee on Disaster Management
ACE Programme	AHA Centre Executive Programme
ADInet	ASEAN Disaster Information Network
ADMM	ASEAN Defence Ministers Meeting
ADPC	Asia Disaster Preparedness Center
AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on disaster management
AHAC	ASEAN Humanitarian Assistance Coordinator
AJDRP	ASEAN Joint Disaster Response Plan
AMMDM	ASEAN Ministerial Meeting on Disaster Management
AMS	ASEAN Member States
APG	AADMER Partnership Group
ARDEX	ASEAN Disaster Emergency Response Simulation Exercises
ARF	ASEAN Regional Forum
ASEAN	Association of Southeast Asian Nations
ASEAN-ERAT	ASEAN Emergency Response and Assessment Team
BNPB	Badan Nasional Penanggulangan Bencana (Indonesian National Authority for Disaster Management)
COP	Conference of the Parties
CPR	Committee of Permanent Representatives
DELSA	Disaster Emergency Logistic System for ASEAN

ACRONYMS	DEFINITIONS
DMRS	Disaster Monitoring and Response System
EOC	Emergency Operations Centre
ICCT	In-Country Coordination Team
ICS	Incident Command System
ICT	Information and Communication Technology
JAIF	Japan-ASEAN Integration Fund
JOCCA	Joint Operations and Coordination Centre of ASEAN
NADMA	Malaysia's National Disaster Management Agency
NDMO	National Disaster Management Organisation
NFP	National Focal Point
OCHA	Office for the Coordination of Humanitarian Affairs
PDC	Pacific Disaster Center
PRWG	Preparedness and Response Working Group
PSC	Project Steering Committee
SASOP	Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations
SCDF	Singapore's Civil Defence Force
SMART	Special Malaysia Disaster Assistance and Rescue Team
UNHRD	United Nations Humanitarian Response Depot
WFP	World Food Programme
WHO	World Health Organisation

ONE **ASEAN**
ONE **RESPONSE**

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 # 1 DARE TO DREAM CARE TO SHARE

 # 2 AHA CENTRE PARTNERSHIP

 # 3 **DISASTER EMERGENCY LOGISTIC SYSTEM FOR ASEAN (DELSA)**

 # 4 ASEAN EMERGENCY RESPONSE AND ASSESSEMENT TEAM (ASEAN-ERAT)

 # 5 AHA CENTRE EXECUTIVE (ACE) PROGRAMME

 # 6 COORDINATING REGIONAL DISASTER EMERGENCY RESPONSE

 # 7 COORDINATING UNITY

 # 8 THE STORY OF THE AHA CENTRE IN PICTURES

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