

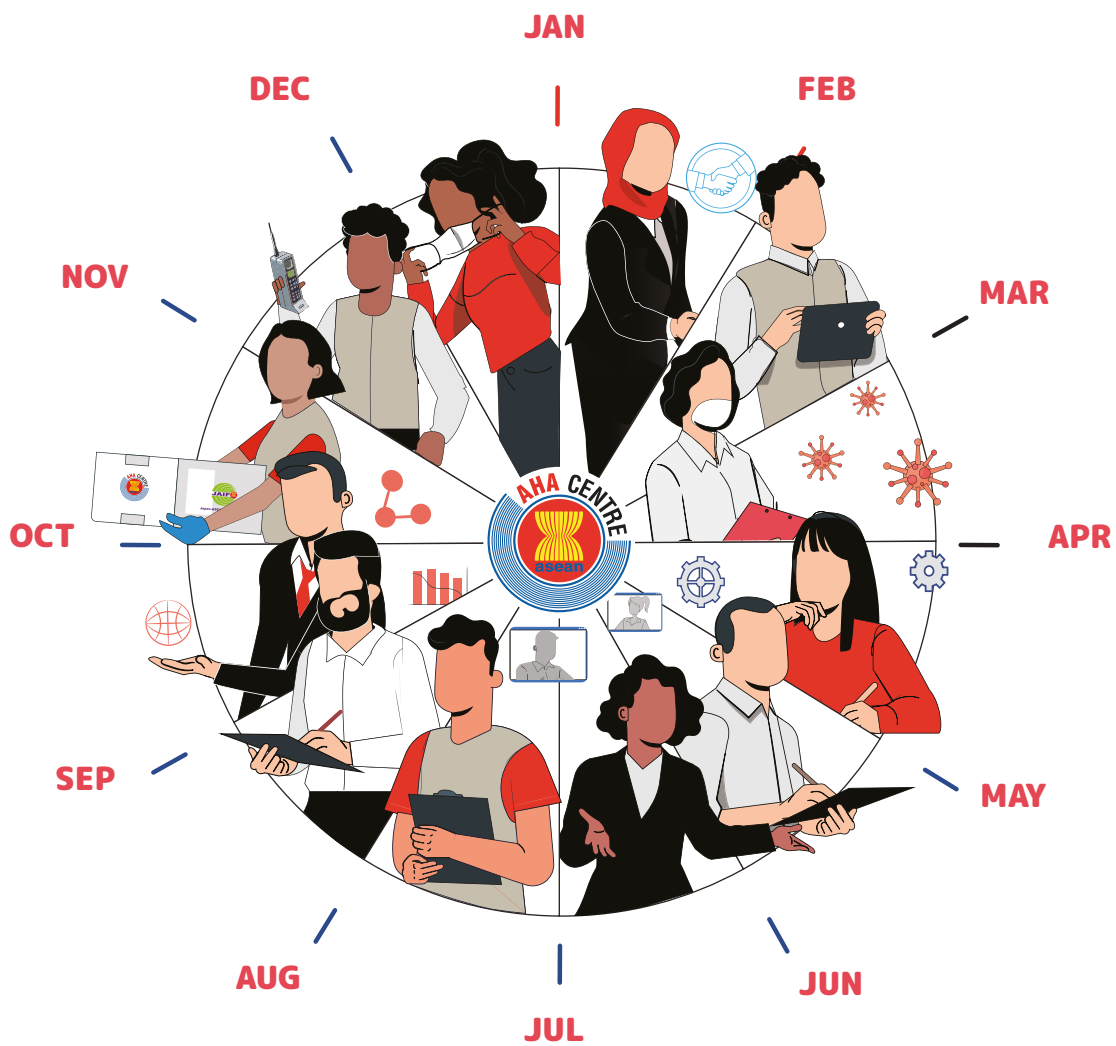
ANNUAL REPORT

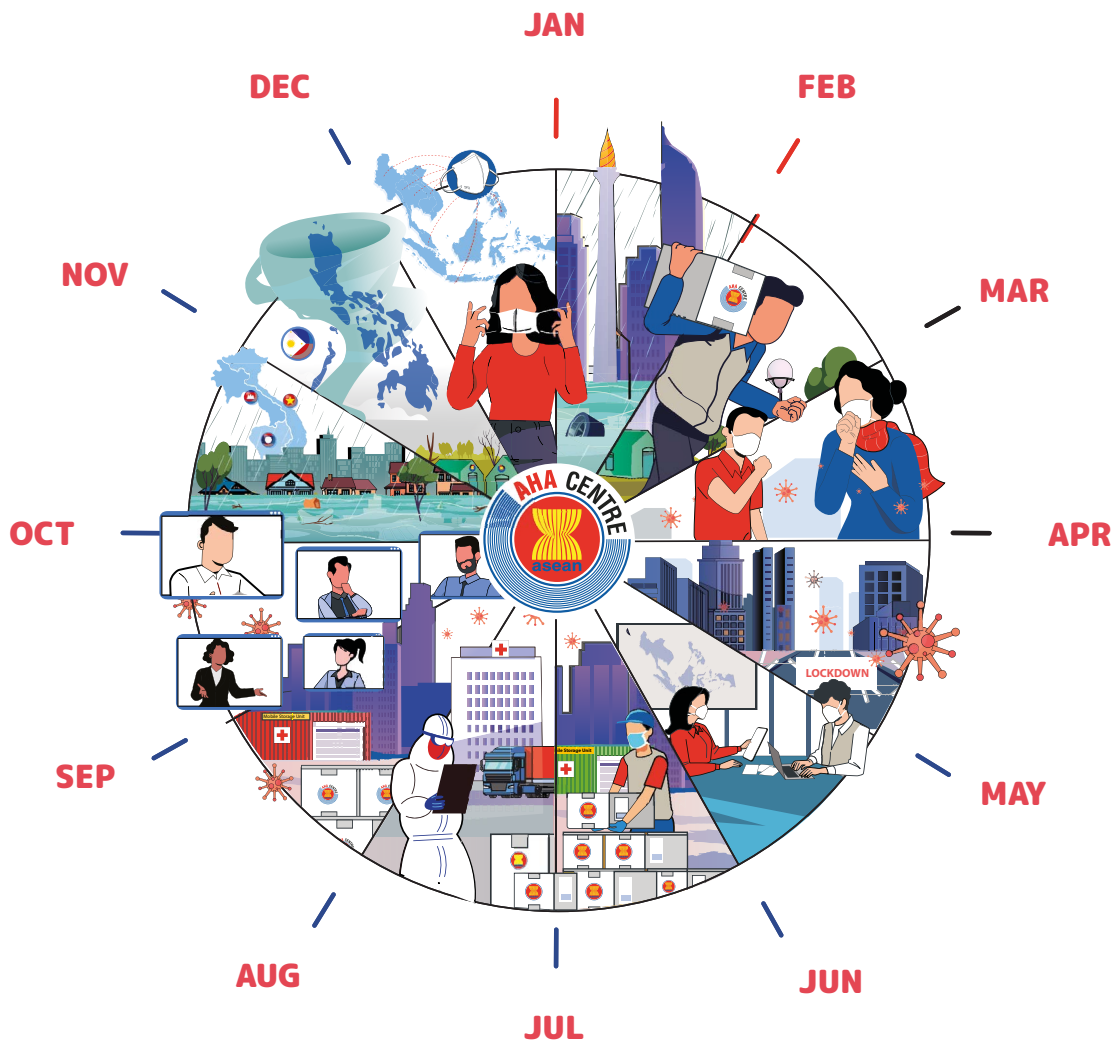
2020

TRANSFORMATION **THROUGH**
ADVERSITY



ONE ASEAN
ONE RESPONSE







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

TRANSFORMATION **THROUGH** **ADVERSITY**

ANNUAL REPORT

2020

The ASEAN Coordinating Centre for Humanitarian
Assistance on disaster management (AHA Centre)
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INDONESIA
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The AHA Centre is an intergovernmental organisation established on
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Establishment of the AHA Centre. The AHA Centre is based in Jakarta,
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Navigating the AHA Centre
Annual Report 2020


TRANSFORMATION **THROUGH** ADVERSITY


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3


DISASTER COORDINATION

**Disaster Responses**

**Pandemic Relief Support**

**Recovery Continuous with the ASEAN Village**




**Disaster Responses**

Pandemic Relief Support

Recovery Continuous with the ASEAN Village

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The AHA Centre Team

LIST OF GLOSSARY AND ABBREVIATIONS

AADMER	: ASEAN Agreement on Disaster Management and Emergency Response
ACDM	: ASEAN Committee on Disaster Management
ACE	: AHA Centre Executive Programme
ADINet	: ASEAN Disaster Information Network
ADMER Fund	: ASEAN Disaster Management and Emergency Relief Fund
AHA Centre	: ASEAN Coordinating Centre for Humanitarian Assistance on disaster management
AJDRP	: ASEAN Joint Disaster Response Plan
AMCDRR	: Asian Ministerial Conference on Disaster Risk Reduction
AMS	: ASEAN Member State(s)
AMRG	: ASEAN Militaries Ready Group
ARDEX	: ASEAN Regional Disaster Emergency Response Simulation Exercise
ARMOR	: ASEAN Risk Monitor and Disaster Management Review
ASEAN	: Association of Southeast Asian Nations
ASEAN-ERAT	: ASEAN Emergency Response and Assessment Team
BNPB	: Badan Nasional Penanggulangan Bencana (National Disaster Management Authority of Indonesia)
CBRN	: Chemical, Biological, Radiological and Nuclear
CSO	: Civil Society Organisation
DDM	: Department of Disaster Management of Myanmar
DDPM	: Department of Disaster Prevention and Mitigation - Ministry of Interior, Thailand



DELSA	: Disaster Emergency Logistics System for ASEAN
DFAT	: Department of Foreign Affairs and Trade of Australia
DMA	: Disaster Monitoring and Analysis
DMRS	: Disaster Monitoring and Response System
DRR	: Disaster Risk Reduction
EOC	: Emergency Operations Centre
ERO	: Emergency Response Organisation
EU-SAHA	: Integrated Programme in Enhancing the Capacity of AHA Centre and ASEAN Emergency Response Mechanisms
IAEA	: International Atomic Energy Agency
ICLT	: In - Country Liaison Team
ICT	: Information and Communication Technology
IFRC	: International Federation of Red Cross and Red Crescent Societies
IOM	: International Organization for Migration
GIS	: Geographical Information System
GIZ	: The Deutsche Gesellschaft für Internationale Zusammenarbeit
JAIF	: Japan-ASEAN Integration Fund
JOCCA	: Joint Operations and Coordination Centre of ASEAN
JOCCIA	: Joint Operations and Coordination Centre of International Assistance
LACER	: Leveraging ASEAN Capacities for Emergency Response
MSWRR	: Ministry of Social Welfare, Relief and Resettlement of Myanmar
NADMA	: Agensi Nasional Pengurusan Bencana (National Disaster Management Agency of Malaysia)
NCDM	: National Committee for Disaster Management of Cambodia
NDMC	: Pusat Pengurusan Bencana Kebangsaan (National Disaster Management Centre of Brunei Darussalam)



NDMO	: National Disaster Management Organisation
NDRRMC	: National Disaster Risk Reduction and Management Council of the Republic of the Philippines
OAOR	: One ASEAN One Response
PDC	: Pacific Disaster Center
RDC	: Reception and Departure Centre
SASOP	: Standard Operating Procedure for Regional Standby Arrangements and Coordination of Joint Disaster Relief and Emergency Response Operations
SCDF	: Singapore Civil Defence Force
TS-11	: Tropical Storm 11, also known as Son-Tinh or Henry
TWG CIMIC	: Technical Working Group on Civil-Military Coordination
UNDAC	: United Nations Disaster Assessment and Coordination
UNFPA	: United Nations Population Fund
UNHRD	: United Nations Humanitarian Response Depot
UNICEF	: United Nations International Children 's Emergency Fund
UNOCHA	: United Nations Office for the Coordination of Humanitarian Affairs
USAID	: United States Agency for International Development
Web-EOC	: Web-based Emergency Operations Centre
WFP	: World Food Programme





1

FOREWORD



**Chair of the AHA
Centre Governing
Board**



**Executive Director
of the AHA Centre**



**Governing Board
Chair**

Executive Director
of the AHA Centre

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Chair of the AHA Centre Governing Board

USEC. RICARDO B. JALAD

Executive Director National Disaster Risk Reduction and Management Council
and Administrator, Office of Civil Defense, the Philippines



2020 was a unique year for all ASEAN Member States, as well as all governments, institutions and communities around the world. This context was not something the Philippines expected when we took on the chairmanship of the Governing Board of the AHA Centre from Myanmar at the end of 2019. However in 2020 we witnessed the innovation, flexibility and readiness to work under any conditions that the AHA Centre has become renowned for over the last decade. While 2020 may have been unrivalled in its challenges for all parties, the AHA Centre must be commended for its capacity to respond to the situation and continue the coordination of disaster management across the ASEAN region, as disaster doesn't stop for a pandemic, and therefore our regional efforts also cannot be stopped.



**Governing Board
Chair**

Executive Director
of the AHA Centre

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Foreword from the Chair of the AHA Centre Governing Board

In 2020 we witnessed the value of increased speed and scale in ASEAN disaster response through the Disaster Emergency Logistics System for ASEAN (DELSA) network, particularly with the utilisation of the two satellite warehouses established in 2019 in the Philippines and Thailand. The AHA Centre's move into disaster recovery with the development of the ASEAN Village in Sulawesi also continued to evidence ASEAN solidarity. With the approval of the Governing Board, the AHA Centre also successfully supported a number of national pandemic responses, and then used the newly developed systems and lessons learned to successfully support disaster responses in Viet Nam and the Philippines through the utilisation of their online approaches and interactions, and utilising networks established long before the pandemic.

We also acknowledge the array of programmes and projects that continued to be rolled-out by the AHA Centre team despite the pandemic limitations, including skills and learning activities for the region's disaster managers implemented through webinars, launching new programmes to increase ASEAN disaster management skills and quality through efforts such as the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) project, and the launch of the 2nd Edition of the ASEAN Risk Monitor and Disaster Management Review (ARMOR). Internal improvements also continued to be explored and achieved, and the Governing Board also acknowledges the successful audits of all external-funded projects and the formation of the AHA Centre Governing Board's Budget Committee, as well as organisational development outcomes including adoption of an Occupational Safety, Security and Health Management Policy, refining the AHA Centre's financial and human resource rules and regulations, and overall continued strengthening the organisation's corporate and governance performance.

The AHA Centre also must be commended for its capacity to maintain and expand partnerships, and provide transparency and engagement with partners through its annual partnership forum.

As the Philippines concludes its duty as the Chair of the Governing Board of the AHA Centre, we can now look to the future with hope and excitement, and we support the refining of the AHA Centre's strategic direction and work plan for the next five years, in support of the new AADMER Work Programme 2021-2025. We acknowledge the need for the AHA Centre to focus on its core mandate of disaster management and emergency response, while also highlighting the importance of developing internal capacities, and preparing and planning for the array of potential new and different challenges that this region will face. We wish Singapore all the best as it chairs the Governing Board of the AHA Centre for 2021, and bears the task of operationalising One ASEAN One Response.



Executive Director of the AHA Centre

ADELINA KAMAL



Transformation was always central to the AHA Centre's work and future plans, and has always formed a core component of how the AHA Centre approaches disaster management in the ASEAN region and beyond. As we began 2020 with a fresh mind on unfolding the AHA Centre's future, we were quickly rocked by a largely unexpected event, and many of our well-made plans and ideas were quickly and critically challenged by the global pandemic situation. In a way, the context forced the AHA Centre – and many others around the world – to transform our ways of working, and how we envisaged facilitating ASEAN's response, both under a pandemic context, and into a new and uncertain future. While the speed of transformation may have been forced upon us, the preparedness, willingness and flexibility to transform was natural – and the AHA Centre took the challenge head-on. That is what disaster management is about in its purest form.

As the organisation and our partners moved into lockdown and online working conditions, the AHA Centre ICT team ensured our staff could work as smoothly as possible, regardless of their living and lockdown situation.



Governing Board
Chair

Executive Director
of the AHA Centre

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Foreword from the Executive Director of the AHA Centre

The AHA Centre was then also requested to support national responses to the pandemic, and our team set about exploring new approaches to transform the delivery of disaster response and relief items within the wider context of an unrivalled public health disaster. It was through these efforts that we were prepared to respond to any disasters that may affect our ASEAN Member States, and with the onset of tropical storms and super typhoons across Viet Nam and the Philippines, the AHA Centre was able to transform its response to be effective and valuable even with little face-to-face engagement with national and local actors who were responding on the ground.

Related to our role of developing regional disaster management resources, as well as sharing knowledge and expanding outreach, the AHA Centre's challenge was clear. Activities that were traditionally face-to-face and bridging ASEAN nations and people directly became impossible during a pandemic. Not only did the AHA Centre transform our plans, approaches and engagements to fit with the context, but also began to see the somewhat unexpected value that the context created.

The AHA Centre was able to explore topics and ideas in further depth and with a wider scope, and we were able to engage more people from increasingly diverse backgrounds and locations than ever before.

While the AHA Centre had always planned to be innovative and increase our engagement through new and diverse approaches, it was the context of 2020 that somewhat forced us to realise the actual value in these innovations. 2020 removed any lingering doubts or ingrained traditions that potentially held us back or slowed us down. It supported the AHA Centre's transformation, and has provided experience and a foundation on which we can now move forward with new and innovative ideas and plans.

Finally, the outcomes and transformations of 2020 would not have been possible without the unwavering and ongoing support of our ASEAN Member States, in particular the National Disaster Management Organisations who serve as our Governing Board, and our wide array of partners inside the region, and also from across the world. The flexibility, understanding and willingness to work with the AHA Centre during these challenging times was ever-present. As we move forward in a world still under a cloud of uncertainty and adversity, we continue to see the unity of the ASEAN region – and the value of the One ASEAN, One Response vision – which is reflected in the transformation experienced by the AHA Centre during 2020. Transformation through adversity – however it materialises – will remain a key foundation in the AHA Centre's work, and disaster management for the region, throughout the years to come.





2

TRANSFORMATION THROUGH ADVERSITY: Coordinating Disaster in the Midst of a Global Pandemic

There is little need to highlight that 2020 was a challenging and unique year. As the COVID-19 pandemic quickly took hold across the world, the AHA Centre – similar to almost all governments, organisations, businesses and communities – was forced to overhaul its working operations, and take almost all activities into working from home and online arrangements. While these processes were not unique to the AHA Centre, disaster doesn't stop for a pandemic, and the coordination of ASEAN disaster management activities would have to continue regardless of the limitations caused by limited face-to-face interactions – interactions that form a key element of disaster management in general. Though the context of 2020 brought with it no shortage of challenges, it was amidst this adversity that the AHA Centre – instead of waiting and hoping for a speedy end – took on the challenge as an opportunity to transform. Disaster would not be stopped by COVID-19, and neither would the AHA Centre in its role coordinating disasters for the ASEAN region.



Transformation through Adversity: Coordinating Disaster in the Midst of a Global Pandemic

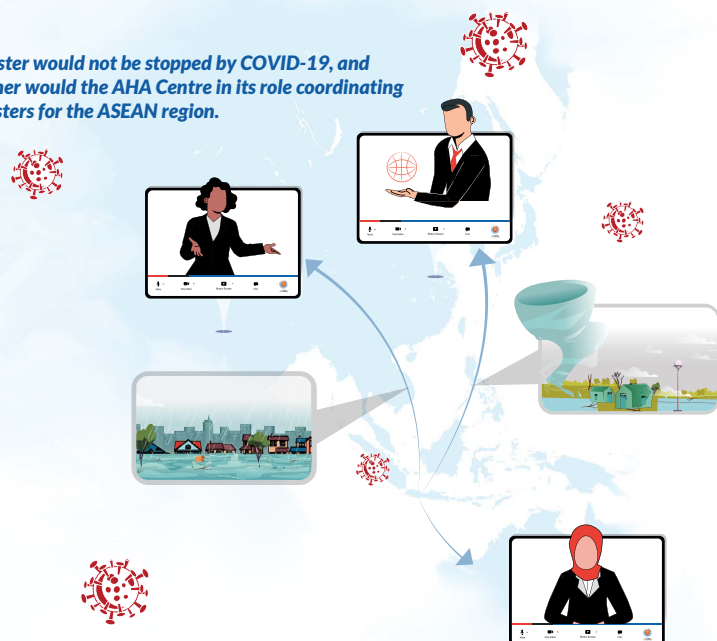
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Disaster would not be stopped by COVID-19, and neither would the AHA Centre in its role coordinating disasters for the ASEAN region.



Transformation began with a need; to ensure the entire AHA Centre team could work from home as smoothly and efficiently as possible. The Centre's Information and Communication Technology (ICT) team took on this challenge with aplomb, ensuring that the AHA Centre's working systems were not only available, but also suitable, for the pandemic-created environment. As the world turned to Zoom for meetings, events and general communication, the AHA Centre followed suit, and not only maintained their communication and coordination role, but would grow and expand to engage more people than ever before in the organisation's work.

While programmes and activities were once limited to numbers of seats and consumption budgets, the world of online engagement would transform the AHA Centre's understanding and approach to the opportunities it opens, and see the team asking just how far can they extend their reach and impact within this alternative approach to outreach.

Webinars connected professionals and academics from across the region to engage on such areas as findings from the Second Edition of ASEAN Risk Monitor and Disaster Management Review (ARMOR), and the context offered the opportunity to invest further in improving processes and quality of the programmes delivered by the AHA Centre over the last decade.

The overriding challenge itself, however, was the delivery of support to ASEAN nations in need, and do so in the midst of an ongoing public health crisis with its own dangers, rules and requirements. Firstly, the pandemic itself was an area requiring clarity regarding the role of the AHA Centre, and how it may support ASEAN Member States in their national responses to the situation. Clarity was

determined quickly, and the AHA Centre coordinated the delivery of relief items to a number of nations with communities in need. Unstable weather patterns towards the end of the year, however, would pose a new challenge, as the AHA Centre was called upon to support national responses to a number of disasters in the region. Travel and direct engagement was near impossible in a context requiring speed and efficiency, so the AHA Centre turned to the networks and resources developed over the last decade to support the affected communities. The role of National Disaster Management Organisations on the ground became even more valuable, as the AHA Centre transformed its approach to deliver information, relief items and support from its staff's own living rooms and home offices across the region.



In reality, this transformation – and many others – were a product of the work undertaken throughout the AHA Centre's existence. It was these critical and unique efforts upon which the AHA Centre was founded, and it was under this new and challenging context that the organisation's transformation was realised.

2020 may have been a year of adversity across the globe – and there remains many more challenges to face – but it was a year in which the AHA Centre stood up in disaster management circles once more. It was a year in which adversity required transformation, and such transformation has defined a new future for the AHA Centre, as well as ASEAN disaster management approaches in general.



3

DISASTER COORDINATION



Disaster Responses



Pandemic Relief Support



Recovery Continuous with the ASEAN Village

Coordinating a regional disaster response without travel and face-to-face, hands-on approaches formed the AHA Centre's primary challenge for 2020 – and with the onset of significant weather systems later in the year, the effectiveness and importance of the AHA Centre's coordination role was tested. The AHA Centre passed this test with flying colours, as the team got creative and innovative in leading responses to disaster and the pandemic, and found new challenges, lessons and achievements at every turn. Beginning with the request for the AHA Centre to provide support to national pandemic responses, the team was able to trial and revise coordination plans through pandemic support operations, and prepare their approaches should



Disaster Responses

Pandemic Relief Support

Recovery Continuous with the ASEAN Village

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disaster relief be requested. The importance of even stronger and more accessible Information and Communication Technology (ICT) systems were identified, and their development took priority to support the future coordination requirements.

When the call for regional support came through, the AHA Centre was ready to coordinate within this new, distance-based operating environment, and it wasn't just the value of ICT systems that came to the fore. Already a central focus of the AHA Centre's disaster coordination operations, the National Disaster Management Organisations (NDMOs) became even more valuable as the only hands on the ground. The importance of pre-developed relationships – whether in the form of in-country liaison teams or personal partnerships developed through training programmes and previous responses – proved their worth more than ever before. The AHA Centre had no other option than to turn to the networks and resources already available at disaster epicentres, and to utilise them through whatever means necessary to ensure swift and appropriate responses were achievable under the pandemic context. It was in these challenging times that the AHA Centre realised its role of coordinator can, and must, be undertaken regardless of the context, and that the relationships and partnerships developed through the preceding years would continue to provide value that goes over and beyond the level hoped or expected by the AHA Centre and its network.

Disaster Responses

Jakarta Floods

Indonesia

For residents of Jakarta, Indonesia, 2020 began with significant amounts of rainfall that resulted in widespread flooding across the bustling metropolis.



Disaster Responses

Pandemic Relief Support

Recovery Continuous with the ASEAN Village

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While the Government of Indonesia had the capacity to respond directly – and no request was made for relief items – the AHA Centre provided support through four in-country ASEAN Emergency Response and Assessment Team (ASEAN-ERAT) members, who assisted the development and management of the evacuation centre in the Jatiasih warehouse, that is owned by the Indonesian National Disaster Management Authority (BNPB). With the AHA Centre office based in the BNPB's Jakarta building, the team also worked alongside their BNPB counterparts providing ongoing data and ICT support to monitor the flooding situation that continued into mid-January. As the floodwaters subsided, over 500,000 people were affected, 19,000 displaced, and 60 lives were lost due to the disaster.

Tropical Storms LINFA and NANGKA

Viet Nam



**DELSA Regional Stockpile
in Subang, Malaysia**



1,300
kitchen sets



1,000
shelter repair kits

Situation Overview



Affected persons

1.13M

Cambodia (312.2K)
Lao PDR (16K)
Viet Nam (801K)



Casualties

138

Cambodia (25)
Lao PDR (2)
Viet Nam (111)



22
missing



160
affected houses



14.7 km
roads affected



112.8 ha
of agriculture land
damaged



362
schools affected



26.3 K
coastal landslide



462
livestock lost



**Disaster
Responses**

Pandemic Relief
Support

Recovery Continuous
with the ASEAN Village

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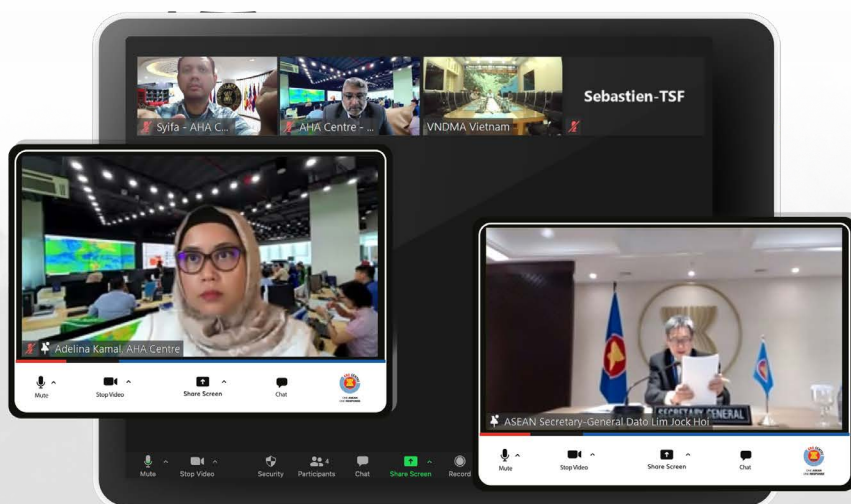
Tropical storms LINFA and NANGKA caused heavy rains and widespread flooding across Cambodia, Lao PDR and Viet Nam during October 2020, and resulted in the coordination of relief to affected regions in Viet Nam through the AHA Centre's first disaster response for the year. At the request of the Government of Viet Nam, the AHA Centre mobilised relief items to support communities impacted by flooding in multiple provinces across the country, as more than 800,000 people were affected by the disaster, alongside more than 66,000 evacuations, and over 160,000 homes experiencing damage. The floods also had a significant impact on infrastructure and agriculture in the nation's central provinces, including damage to over 110,000 hectares of agricultural land, as well as the loss of over 460,000 heads of livestock.



In the lead-up to the disaster, the AHA Centre and the Viet Nam Disaster Management Authority of the Ministry of Agriculture and Rural Development – Viet Nam Central Steering Committee for Natural Disaster Prevention and Control – worked closely together to monitor the onset of the storms from early October.



Then on 15 October, an executive briefing was organised by the AHA Centre, with the Secretary-General of ASEAN, ASEAN Member States, diplomatic missions and humanitarian partners provided information and a common operating overview of the impacts resulting from the tropical storms. The AHA Centre – alongside the NDMO of Viet Nam – then airlifted relief items from the Disaster Emergency Logistics System for ASEAN (DELSA) Regional Stockpile in Subang, Malaysia, to Danang International Airport in Viet Nam. Relief items that were delivered for the response on October 20, 2020 included 1,300 kitchen sets and 1,000 shelter repair kits, and were distributed to communities in need by teams from the Viet Nam NDMO and their partners on the ground.



Super Typhoon GONI the Philippines



**DELSA Satellite Warehouse
in Camp Aguinaldo, Manila,
the Philippines (with a value
of almost USD 900,000)**



2,946
rolls of tarpaulins



100
shelter repair kits



1,000
kitchen sets



5,000
mosquito nets



5,700
family kits



5,010
jerry cans



74
outdoor family tents



1,000
indoor family tents



with a value of almost
\$ 900,000

Situation Overview



A total of
546,155
families or
2,127,408
persons were affected



25
people died



399
injured



An estimate of
\$267 million
worth of damages to
infrastructures



A total of
296,271
families or
1,156,322
persons were displaced in
7,153 evacuation centres



**Disaster
Responses**

Pandemic Relief
Support

Recovery Continuous
with the ASEAN Village

ABC

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6
missing person



A total of
183,015
damaged houses were
reported (41.3K totally,
141.7 partially)



A total of
60 road section and
7 bridges were
affected by flooding,
landslides, uprooted trees,
and/or fallen electric utility
posts



An estimate of
\$104 million
worth of damages to
agriculture (crops,
livestock, fisheries, and
agricultural facilities)



An estimate
\$2.1 million
worth of assistance from
Department of Social
Welfare and Development,
Department of Health,
Local Government Units
and Non-Government
Organisations were
provided to the affected
families



**Disaster
Responses**

Pandemic Relief
Support

Recovery Continuous
(WSE and WSE) Village

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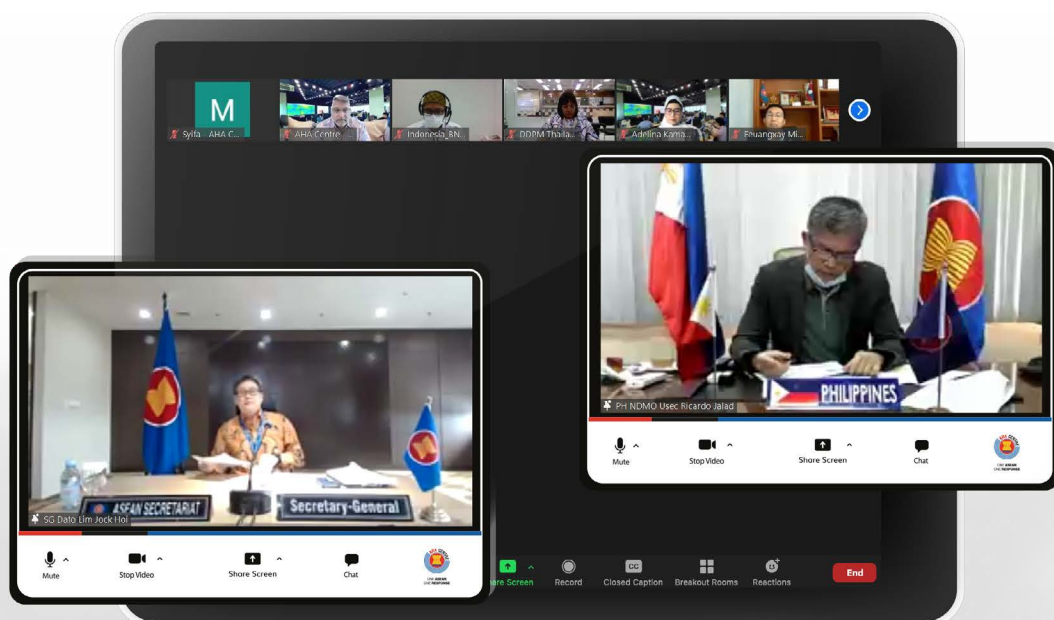


Within three weeks during the month of October and November 2020, six tropical storms and typhoons battered communities across the Philippines, including Tropical Storm SAUDEL, Typhoon MOLAVE, Tropical Storm ATSANI, Tropical Storm ETAU, and Typhoon VAMCO. The largest of all, Super Typhoon GONI (locally known as ROLLY), struck the Philippines with significant force, resulting in the AHA Centre being engaged in its second disaster response to support communities affected by the significantly wild weather.

The impacts of Super Typhoon GONI – which made landfall on November 1 and tracked its way across islands and towards the mainland – would see over 2 million residents affected and over 85,000 displaced, with impacts widely experienced across the nation's coastal and island regions.



There was also damage to over 180,000 homes, and over USD 350,000 of damage to agriculture and infrastructure, as communities experienced wind damage, storm surges, flooding, landslides, mudflows, and rock slides in the days following the super typhoon's landfall. Working alongside the Government of the Philippines and its NDMO (the National Disaster Risk Reduction and Management Council – NDRRMC), the AHA Centre monitored and prepared for the onset of the large-scale storms and typhoons in the weeks leading-up to Super Typhoon GONI. Over and above the release of relief items from Camp Aguinaldo, the AHA Centre also facilitated an executive briefing with the Office of Civil Defense (OCD), to support efforts by the Government of the Philippines providing relief to affected communities. The first batch of items was shipped on November 15, and was followed-up by a second relief effort that was transported on November 30. Overall, ASEAN relief items delivered included 2,946 rolls of tarpaulins, 100 shelter repair kits, 1,000 kitchen sets, 5,000 mosquito nets, 5,700 family kits, 5,010 jerry cans, 74 outdoor family tents, and 1,000 indoor family tents, with a value of almost USD 900,000.



Pandemic Relief Support

The position of the AHA Centre in providing regional support for a pandemic response was a topic previously discussed by the ASEAN Member States, however, it wasn't until the reality of 2020's pandemic set-in that the parameters and potentials were explored.



A Special Meeting of the Governing Board of the AHA Centre took place on May 15, 2020, to work through the AHA Centre's context and options for a pandemic-focused regional response and support mechanism. It was decided in this meeting that a number of specific relief items from the DELSA would be made available to ASEAN Member States during the pandemic. These items would have to be requested by NDMOs as interim measures that would support operational challenges in their national responses. The relief items available included Mobile Storage Units, hygiene kits and prefabricated offices – all of which are stored in the DELSA stockpile for quick deployment.



As a result, the AHA Centre coordinated regional support for a number of ASEAN Member States as they responded to the ongoing pandemic within their borders. In collaboration with the Office of Civil Defence of the Philippines, the AHA Centre supported local pandemic response efforts, as the DELSA Satellite Warehouse at Camp General Aguinaldo, Quezon City was utilised for central pandemic response operations and storage.



There were also 5,000 personal hygiene kits distributed to different local government quarantine sites across a number of regions in the Philippines.

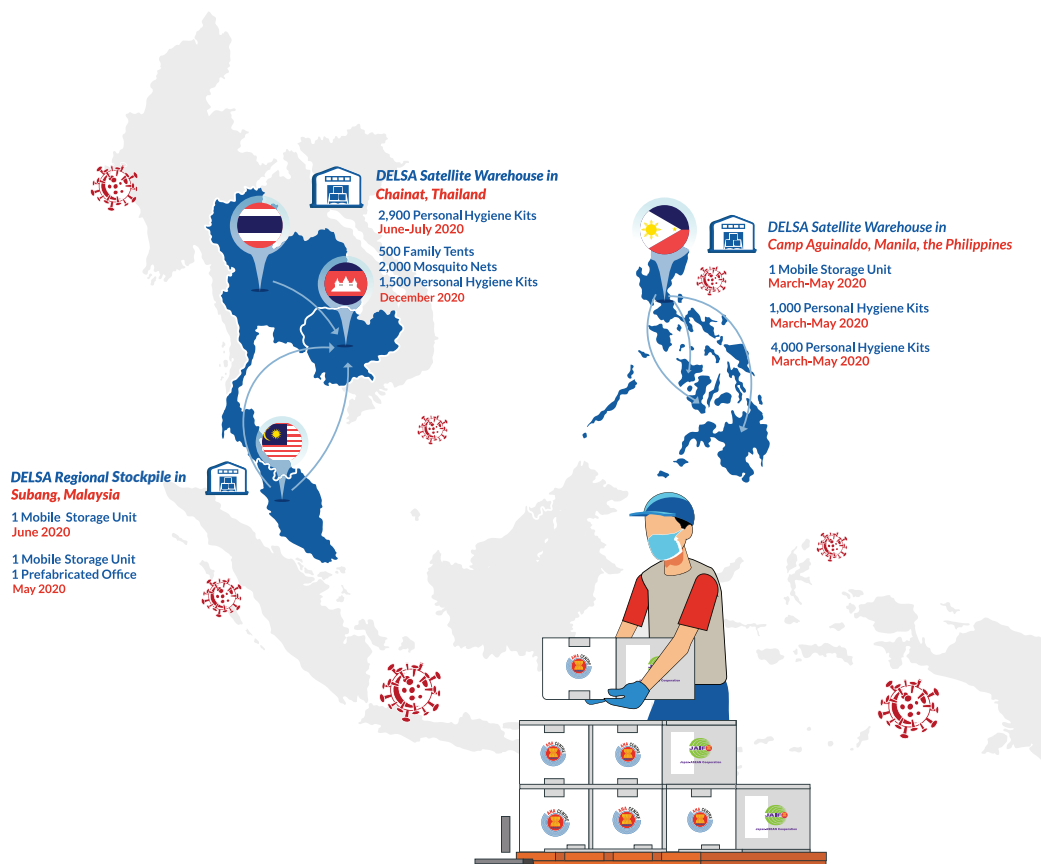
Following that, the AHA Centre also supported the National Disaster Management Agency of Malaysia to mobilise a Mobile Storage Unit and a pre-fabricated office from the DELSA Regional Stockpile in UN Humanitarian Response Depot in Subang, Malaysia, to support ongoing response efforts.



The AHA Centre also worked with the Department of Disaster Prevention and Mitigation of Thailand to mobilise another 2,900 hygiene kits and a Mobile Storage Unit from the second new DELSA Satellite Warehouse in Chainat, Thailand, to be utilised by Cambodia in their national pandemic response.



Towards the end of 2020, the Government of Thailand also approached the AHA Centre for pandemic response support, as they faced a COVID-19 outbreak in Samut Sakhon Province where over 4,000 immigrant fisheries workers arriving from neighbouring ASEAN nations were in quarantine. Relief items delivered to support the unfolding situation in Thailand included 500 family tents, 2,000 mosquito nets, and 1,500 personal hygiene kits, and were mobilised from the DELSA Satellite Warehouse in Chai Nat, Thailand at the end of December 2020 and towards the beginning of 2021. While the pandemic context may have been unexpected, the utilisation of the new satellite warehouses evidenced the value of their establishment, as relief items were procured and delivered quickly to populations located in nearby parts of the ASEAN region.



• **DELSA Regional Stockpile in Subang, Malaysia**

June 2020

1 Mobile Storage Unit (MSU) to NCDM Cambodia to support the ongoing COVID-19 response in the country

May 2020

1 Mobile Storage Unit and 1 Prefabricated Office to NADMA Malaysia for supporting the operation, coordination and hospital management in Selangor, Malaysia

• **DELSA Satellite Warehouse in Chainat, Thailand**

June-July 2020

2,900 Personal Hygiene Kits (PHK) to NCDM Cambodia to support the ongoing COVID-19 response in the country

December 2020

500 Family Tents, 2,000 Mosquito Nets, 1,500 Personal Hygiene Kits to Samut Sakhon Province to support the ongoing COVID-19 response in the country

• **DELSA Satellite Warehouse in Camp Aguinaldo, Manila, the Philippines**

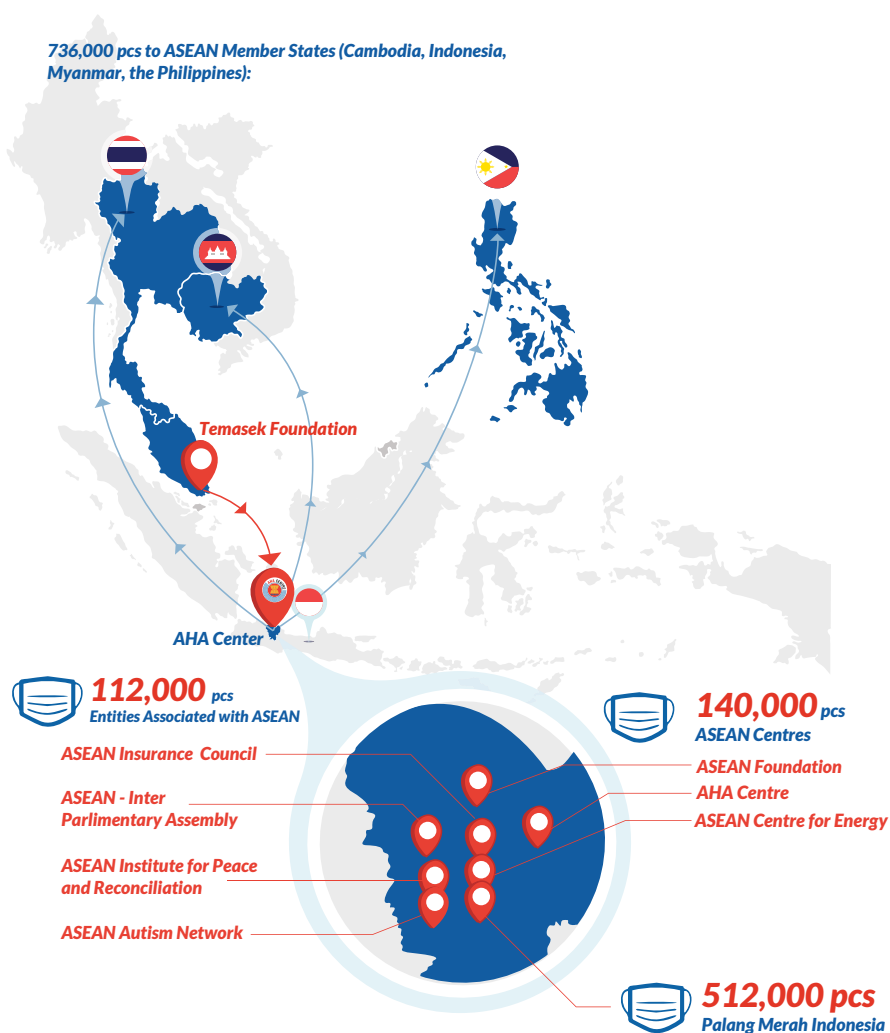
March-May 2020

- 1 Mobile Storage Unit (MSU) to the Department of Health for storing the medical equipment located in Manila;
- 1,000 Personal Hygiene Kits (PHK) to OCD Region 5 in Bicol, Legapzi City to be distributed to the quarantine sites;
- 4,000 Personal Hygiene Kits (PHK) to OCD Region 8 in Tacloban City, Leyte to be distributed to the quarantine sites.

Mask Provision with Temasek Foundation



Alongside the delivery of relief items for pandemic responses from the DELSA system, the AHA Centre also partnered with Singapore's Temasek Foundation on a project to deliver face masks to communities across the ASEAN region. 750,000 packs of reusable face masks – or 1.5 million masks in total – were donated by Temasek Foundation, to be provided to communities, aid institutions and other stakeholders from ASEAN Member States. The masks were delivered by the AHA Centre to some ASEAN Member States as well as other ASEAN centres and entities, who then utilised their respective networks to further distribute the face masks. The project continued through to the end of 2020, as a range of parties got involved in providing the face masks through their own networks and communities to those who needed them most. By working through ASEAN centres and entities, the AHA Centre was able to reach out to grass-roots organisations – such as *Diberi untuk Memberi* in Jakarta – who delivered the face masks to street food sellers, local medical centres and the general community across the Indonesian island of Java.



• December 2020

- 736,000 pcs to ASEAN Member States (Cambodia, Indonesia, Myanmar, the Philippines);
- 140,000 pcs to ASEAN Centres (AHA Centre, ASEAN Centre for Energy, ASEAN Foundation);
- 112,000 pcs to Entities Associated with ASEAN (ASEAN Autism Network, ASEAN Institute for Peace and Reconciliation, ASEAN Insurance Council, ASEAN Interparliamentary Assembly);
- 512,000 pcs to Indonesian Red Cross or Palang Merah Indonesia.

Recovery Continues with the ASEAN Village

Since 2018's earthquake, tsunami, and liquefaction disaster in Central Sulawesi, Indonesia, there have been significant and ongoing efforts to rebuild the region's infrastructure and communities.

After its largest disaster response in the area during 2018, the AHA Centre also engaged in its first recovery effort, and the ASEAN Village now forms one of the region's longer-term efforts to support the people of Palu City and its surrounds on their recovery journey.



Disaster
Responses

Pandemic Relief
Support

**Recovery Continuous
with the ASEAN Village**

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Administrative Handover Ceremony of ASEAN Village Phase 1



Watch On Youtube

<https://www.youtube.com/watch?v=aUNAXPW858&t=1639s>



Scan Here

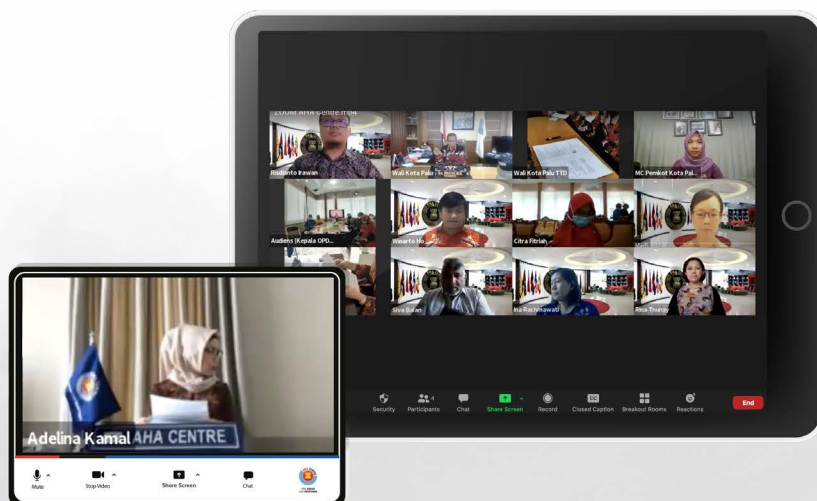


The official handover of the ASEAN Village to the government of Palu City was realised in April 2020, as AHA Centre, the Mayor of Palu City and other local government officials, numerous ASEAN dignitaries, and other key programme representatives, came together for the virtual handover of the new homes for community members whose houses were destroyed by the triple disasters.





The ASEAN Village project itself delivered the 75 new homes to the affected communities in the Tondo area of Palu City. The project was implemented in partnership with the Housing and Settlement Department of the Government of Palu City, and developed the homes across a 22,600sqm area. With additional support from the people of Brunei Darussalam and Direct Relief, as well as continued support from the Government of Australia and some savings from the contribution of the Government of the Philippines, another 25 dwellings and other structures will be developed in the ASEAN Village. This additional project implementation began in 2020 and would continue into 2021, with a target finishing date of June 2021 to handover the remaining structures.





4

DISASTER MONITORING AND ANALYSIS

**Disaster in Numbers****AIM-Net****Data Support**

Operating online and the use of ICT tools is nothing new for the AHA Centre's Disaster Monitoring and Analysis (DMA) team, however, such a unique context would provide its own challenges in this area. Taking all platforms and tools remote was one thing, but communicating, disseminating and providing ongoing intensive support with statistics and analysis was another challenge in itself. Ensuring the implementation and delivery of ongoing projects to improve disaster monitoring

**Disaster in
Numbers**

AIMNet

Data Support

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and analysis across the region was continued through whatever means necessary, as the need for more engaged and capable regional DMA specialists became increasingly clear.

Aside from delivering its own disaster response data and analysis support in an improved and more efficient fashion during 2020's disaster situations, it was also the AHA Centre DMA team's turn to listen to the requests of the NDMOs. As a result of significant need for more collaboration, coordination and cooperation within Emergency Operations Centres (EOCs) across ASEAN – a need voiced by the national EOC's themselves – the AHA Centre Information Management Network (AIM-Net) project began.

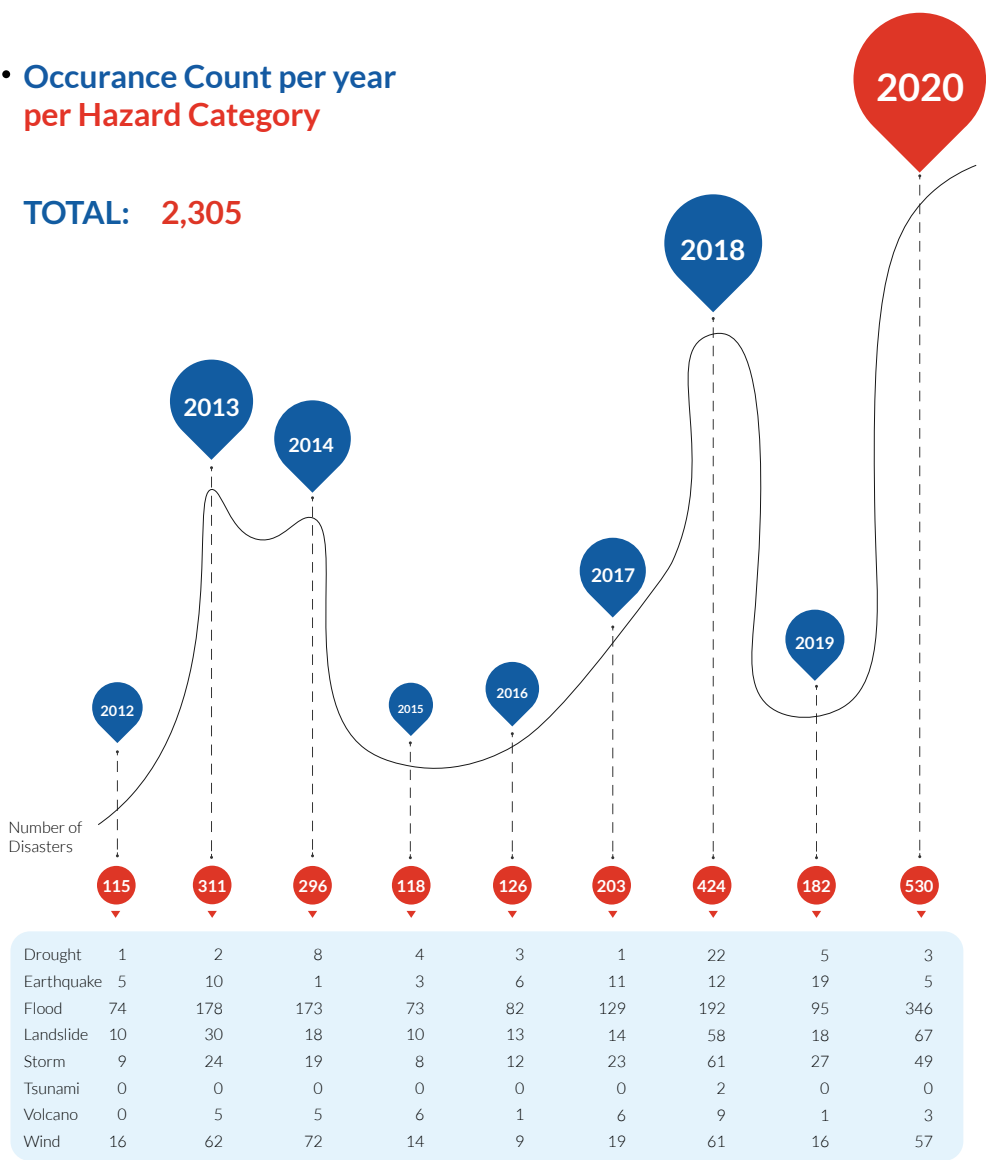


The DMA team also took the time to reflect on current system development, and began the task of re-developing and improving the ASEAN Disaster Information Network (ADINet) – which alongside AIM-Net forms a significant step in the realisation of the AHA Centre's overriding ICT Roadmap on Disaster Management for 2025 and Beyond.

Disaster in Numbers

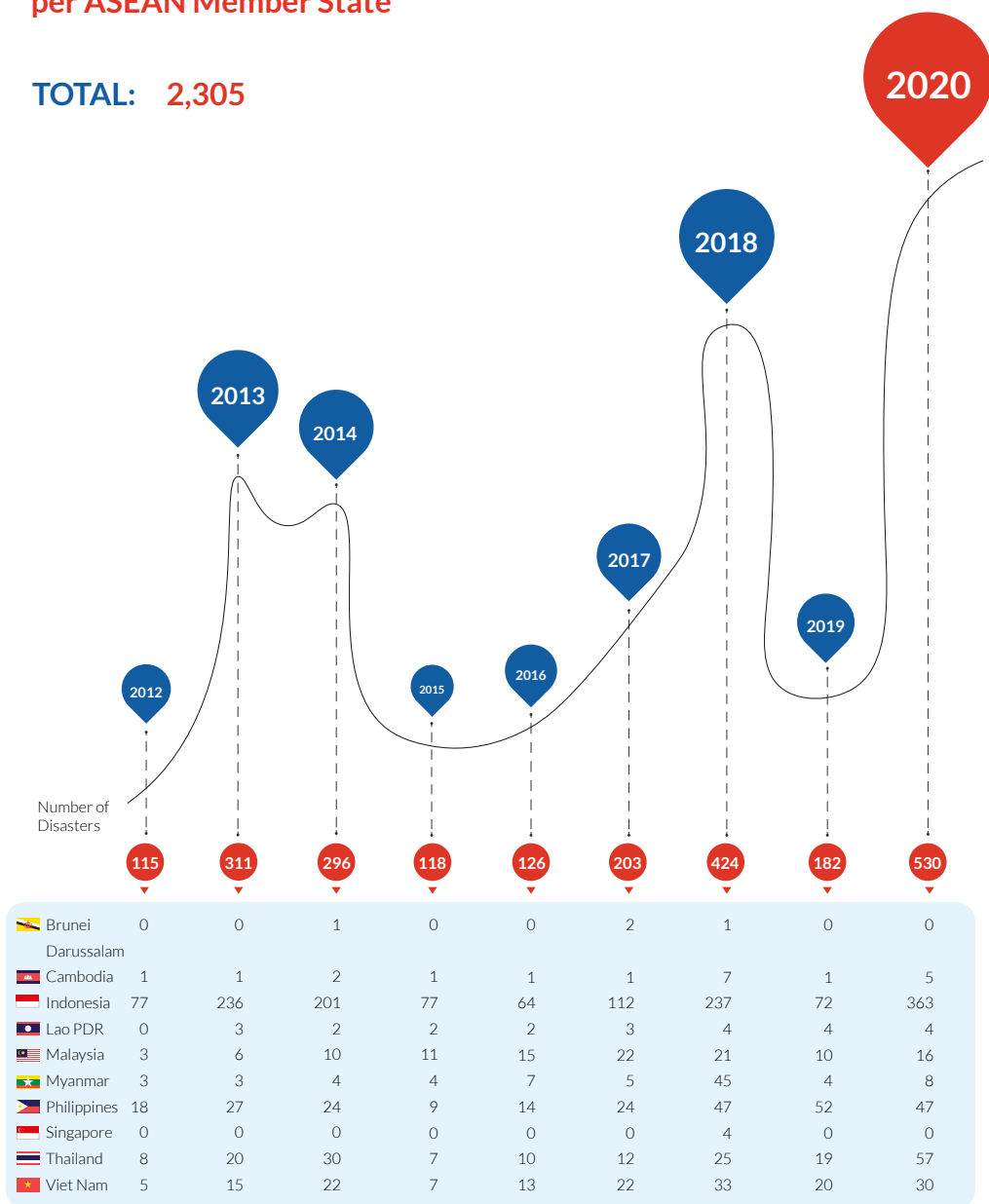
- Occurance Count per year per Hazard Category

TOTAL: 2,305

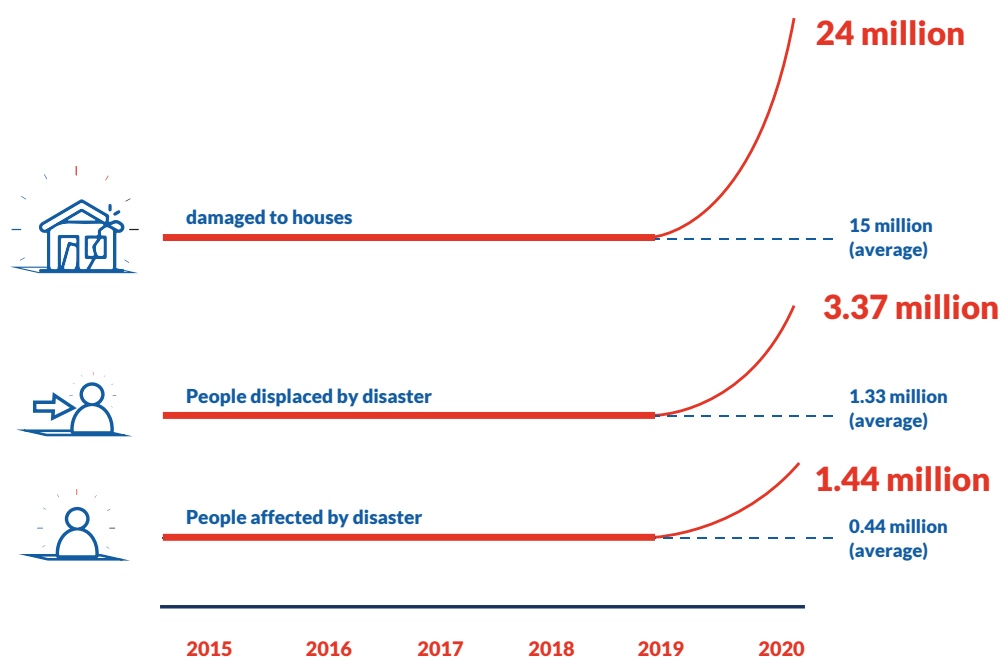


• Occurance Count per year per ASEAN Member State

TOTAL: 2,305



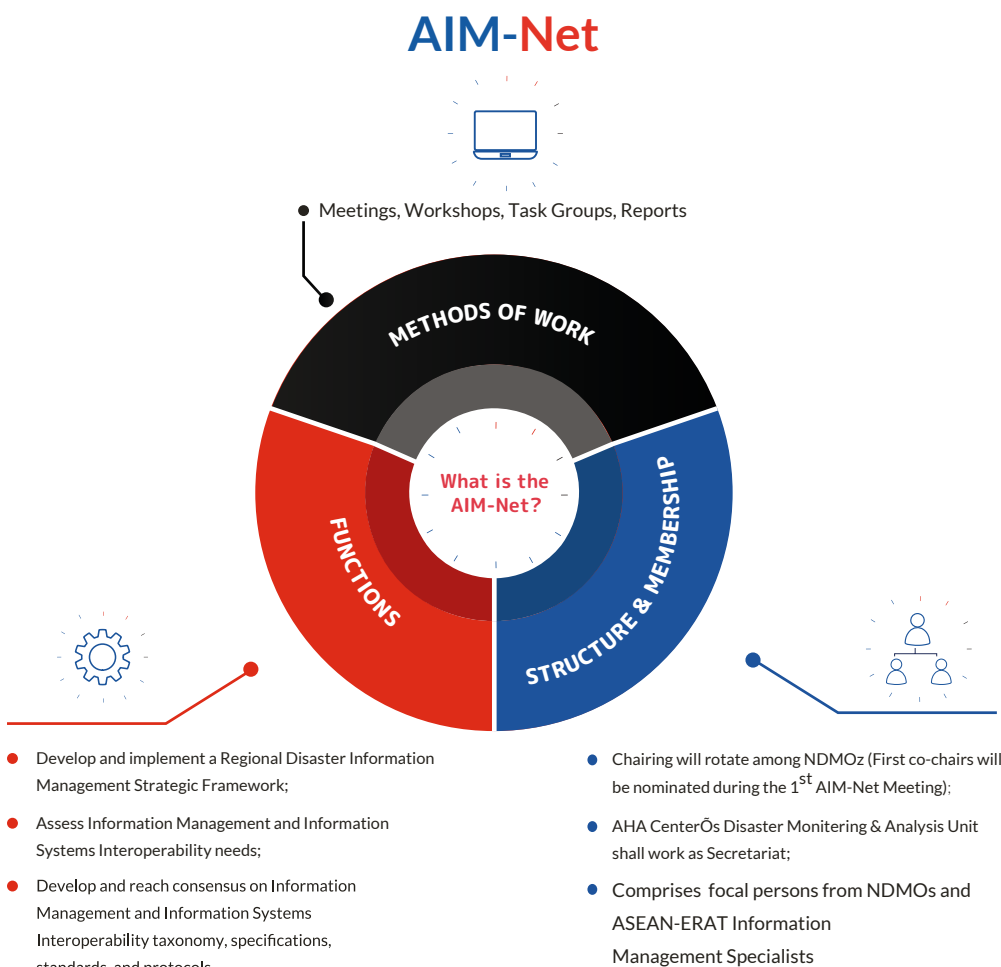
2020 saw a significant increase in disasters reported across the ASEAN region, with more than double the number of reports in comparison to annual averages from the previous five years. This context also resulted in notable increases in numbers of people affected by disaster (over 24 million – up from 5-year average of 15 million), people displaced by disaster (3.37 million up from 1.33 million) and damage to houses (an increase of a million to 1.44 million homes). While these impacts are significant, there were also a number of figures that – contrary to disaster increases – experienced a decline in comparison to the annual averages. The number of casualties caused by disasters decreased by 25% in 2020, while the number of injuries and missing persons also decreased by around 75% compared to yearly averages. Overall, it can be said that while there were more disasters with wider ranging impacts affecting more people in the ASEAN region during 2020, the detrimental impact on human life and health decreased.



The registered increase in reported disasters is almost solely attributed to hydro-meteorological and climatological events in 2020. La Nina and other related weather phenomenon were central to many of the events, while the ever-changing climate continues to have an increased impact on disaster occurrences. Looking at historical climate and hydrology that assimilates satellite and ground observations, many parts of the region saw abnormally high annual precipitation for 2020 (100-200 mm), in comparison to the preceding decade.

Droughts, earthquakes and volcano disaster reports all decreased, but the numbers of floods, storms and other related disasters increased significantly. 2020 saw three times the amount of flooding compared to five-year averages, and similar increases were registered for landslide disasters (often occurring due to said floods). There was a 75% increase in storm events, and over 100% increase in wind-related disasters.

There are a number of reasons that can be used to explain these figures and comparisons. Firstly, monitoring and reporting capacity in ASEAN Member States has increased, resulting in more disaster reports being included in the system. Figures also point to potential increases in resilience, and also to improvements in overall preparedness and responses for regional disaster managers. However, the significant increases in disaster numbers – particularly hydro-meteorological and climatological events (storms, floods and winds) – may point to the impact of climate change, and provide signs to potentially more destructive impacts of disaster in the future.



With an increased focus on information coordination and cooperation further justified through 2020's unique context, the AHA Centre's Disaster Monitoring and Analysis team rolled-out a new project to enhance this critical working area. The AHA Centre Information Management Network (AIM-Net) is a regional forum to facilitate Emergency Operations Centre (EOC) practitioners in coordinating and cooperating to strengthen EOC capacities, capabilities and practices. Driven by requests from the region's NDMOs, AIM-Net was developed as a regional framework to support EOCs integrating big data and artificial intelligence into their work. It can also be utilised to promote the development of regional data sharing and data management agreements, and as a technical platform to collectively address regional disaster information issues and concerns.

The roll-out of the AIM-Net system forms the first key step towards strengthening ASEAN Member State NDMO EOCs as part of the AHA Centre ICT Roadmap on Disaster Management for 2025 and Beyond, that was developed in 2019. AIM-Net itself is a platform used to store and share the array of identified disaster management information for all NDMO EOCs, and engages at least one focal point from inside each NDMO, as well as being led and monitored by ASEAN-ERAT Information Management Specialists. For annual functionality, the system will be chaired by NDMO representatives on a rolling basis, and the AHA Centre's Disaster Monitoring and Analysis team will form the system's secretariat. Once fully implemented, the system should address issues of data and information availability, quality, and accessibility for disaster management and emergency response, as well as ensure the interoperability of information systems between NDMOs and the AHA Centre.

Data Support



Regardless of the global context for 2020, the AHA Centre's Disaster Monitoring and Analysis team found a way to continue monitoring and disseminating disaster-related data, and supporting a number of disaster responses that took place across the region. Speed of delivery for the AHA

Centre's Flash and Situation Updates increased during the AHA Centre's disaster responses in Viet Nam and the Philippines, while ongoing support and analysis was delivered through virtual means in an ongoing fashion.

The Disaster Monitoring and Analysis team also embarked on the beginning of an upgrade to the ASEAN Disaster Information Network (ADINet), with efforts aimed to ensure ADINet is more attuned to the ever-changing nature of disasters across ASEAN. The team began a consultative process with developers, managers, and end-users to ensure that all stakeholders' needs are considered in the development process, which will continue into 2021. The Disaster Monitoring and Analysis team was also significantly engaged in the development of numerous articles for the ASEAN Risk Monitor and Disaster Management Review (ARMOR) 2nd Edition, with the primary task of consolidating and ensuring consistency of data. This furthers overall support to the ASEAN Vision 2025 on Disaster Management, by taking ownership of knowledge, ensuring application of disaster management science, and providing a platform for emerging researchers to contribute collectively to disaster management in the region.





5

KNOWLEDGE AND OUTREACH



ARMOR



ACE Programme



ASEAN-ERAT Programme



Online Engagement



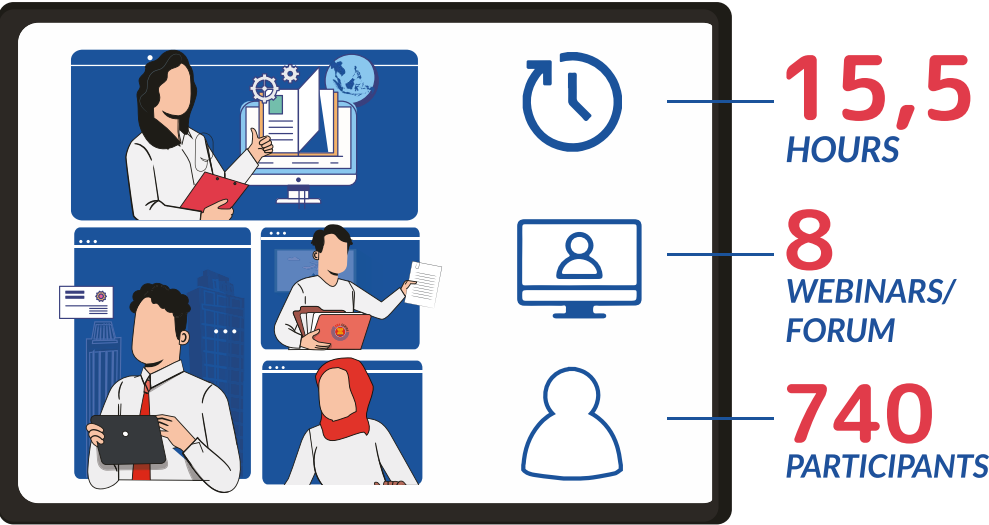
Other Reports and Publications

Never has the area of knowledge and outreach been so challenging yet at the same time so imperative and crucial to the disaster management sector. Challenged by lack of traditional opportunities to engage constituents, the AHA Centre not only pivoted their focus in approaches to knowledge and outreach, but would realise the value and potential of these new and evolving approaches to engaging people. This value was evidenced in pure numbers, as people – old and

new – got involved with the array of activities the AHA Centre implemented, and highlighted the opportunities that await when organisations widen their vision and push to implement innovative and modern approaches to knowledge and outreach activities.

At the beginning of 2020 the AHA Centre team could be forgiven for worrying about how to continue the all-important role of engaging and sharing knowledge on disaster management. By the end of the year, they would be asking the question “how can we further our reach and influence even more?”. There was a realisation that knowledge sharing and outreach is not only reliant on ‘getting everyone together’ in the one space, but is also about exploring options to reach out to more people and share knowledge wider. 2020 saw the AHA Centre engage and influence a wider variation of people, from more diverse backgrounds and experiences, and of course originating from locations – locally and globally – that had previously not been represented within the Centre’s overall reach.

Webinars in Number:



August

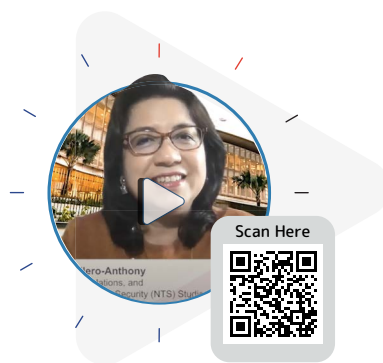
19 AUGUST 2020 – (110 PARTICIPANTS)

RSIS-AHA CENTRE WORLD
HUMANITARIAN DAY WEBINAR
ON HUMANITARIAN ASSISTANCE
IN SOUTHEAST ASIA DURING
COVID-19



Watch On Youtube

<https://www.youtube.com/watch?app=desktop&v=GHVXxTCjNDs&t=294s>



September

16 SEPTEMBER 2020 – (150 PARTICIPANTS)

ACE PROGRAMME WEBINAR
SERIES #1

Pandemics and Natural Disasters:
Rethinking Humanitarian Logistics



Watch On Youtube

<https://www.youtube.com/watch?v=4AZiaabMk8o>



October

21 OCTOBER 2020 – (142 PARTICIPANTS)

ACE PROGRAMME WEBINAR
SERIES #2

Measuring Outcomes for Disaster Response,
Coordination and Collaboration



Watch On Youtube

<https://www.youtube.com/watch?v=kxKYi6SyXhQ&t=141s>



November

17 NOVEMBER 2020 – (100 PARTICIPANTS)

ARMOR LAUNCH AND WEBINAR



<https://www.youtube.com/watch?v=KZamCyHXjfm>

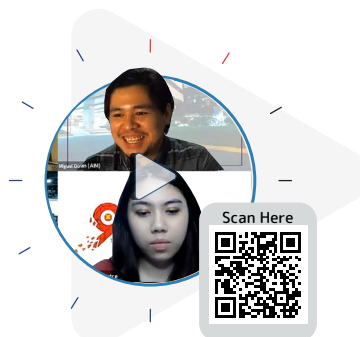


18 NOVEMBER 2020 – (70 PARTICIPANTS)

ACE PROGRAMME WEBINAR SERIES #3: HUMANITARIAN DIPLOMACY



<https://www.youtube.com/watch?v=DvEKOU0Vfmg&t=6s>



20 NOVEMBER 2020 – (109 PARTICIPANTS)

AHA CENTRE 9TH ANNIVERSARY PARTNERSHIP FORUM



<https://www.youtube.com/watch?v=8XO7wL1auyQ>



December

13 NOVEMBER 2020 – (45 PARTICIPANTS)

ASEAN-ERAT COFFEE CHAT SERIES #1

4 DECEMBER - (14 PARTICIPANTS)

ASEAN-ERAT COFFEE CHAT SERIES #2



2nd Edition

ARMOR

The impact of climate change on disaster and the threat it poses to the ASEAN region took centre stage in the second edition of the ASEAN Risk Monitor and Disaster Management Review (ARMOR). Under the title “Time is Running Out: Why ASEAN Must Act Now against Climate Emergencies”, the publication explores scientific perspectives regarding the influence of climate change related to the risk and threat of disasters, and provides information for ASEAN Member States to better prepare, mitigate, respond and recover from disasters – in particular those caused by the increasing threat of climate change. Following the success of 2019’s ARMOR First Edition, focused on bridging science and decision making, the second instalment presents nine articles by disaster management professionals and academics from the regional and global sector. The publication was launched as part of the AHA Centre’s 9th anniversary celebrations on 19 November, and was officiated by H.E. Igor Driesmans, Ambassador of the EU Mission to ASEAN, and the Executive Director of the AHA Centre, Ms. Adelina Kamal.

Nine articles presented in ARMOR 2nd Edition were developed by 25 authors from organisations such as the UN University, the Pacific Disaster Center, the Asian Disaster Preparedness Center, the Red Cross and Red Crescent Movement, numerous UN agencies, academic institutions, and the AHA Centre itself. Focus issues include the impacts of temperature change to disaster risk in ASEAN, the impacts of drought and flood on food and other primary resources for regional communities, utilising forecasting tools to anticipate and act on disaster risk mitigation, and policies and solutions to overcome climate change disaster impacts for the ASEAN region and its people. Through this second edition, the ARMOR publication continues to cement itself as a key strategic science-based publication that bridges science and decision making – with a focus on evolving current issues – that can be utilised by policy makers and disaster managers and practitioners both regionally and in the global context.

Download ARMOR 2nd Edition

<https://ahacentre.org/publication/armor/>

ARMOR

Webinar Series



To maintain the momentum from the launch of the ARMOR 2nd Edition, and to increase the engagement and influence of the publication within the disaster management sector, the AHA Centre developed a webinar series to discuss, debate and share ideas on the content found within the newest ARMOR instalment.

ARMOR 2nd Edition Launch



Watch On Youtube

<https://www.youtube.com/watch?v=KZamCyHXjfm>



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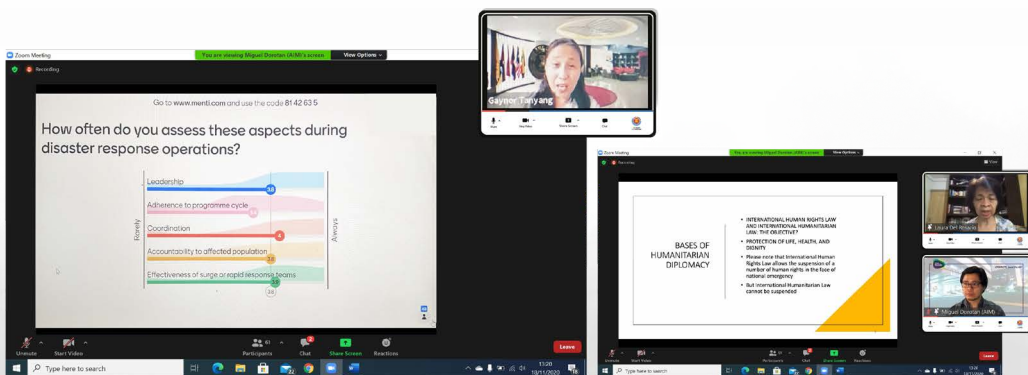


The series consists of four separate sessions, with the first taking place in short time after the publication's launch. The first webinar focused on the first two articles of ARMOR 2nd Edition, namely: Real and Present Danger: What Does a 1.5°C Increase Mean to ASEAN? (by Dr Mizan Bisri from the UN University), and; The Threat-Multiplier: Climate Change and Disaster Riskscape in ASEAN (co-authored by LA Dimailig and Keith Landicho from the AHA Centre, together with Dr Joseph Green and Daniel Morath from the Pacific Disaster Center). Designed as an interactive discussion, the webinar was attended by around 100 participants, and included a panel of the authors, special comments from Dr Riyanti Djalante, Head of the Disaster Management and Humanitarian Assistance Division of the ASEAN Secretariat, and the AHA Centre Executive Director Adelina Kamal as moderator.

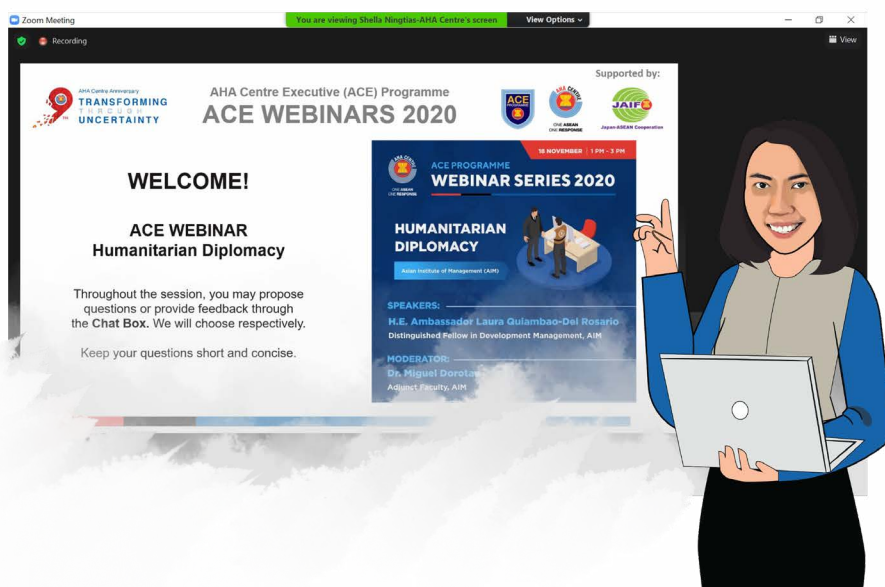


ACE Programme

A traditionally face-to-face, intensive and interactive course, the AHA Centre Executive (ACE) Programme was significantly challenged in 2020. The complete postponement of the ACE Programme's seventh batch was a necessary outcome, but did not mean that the ACE door would be closed for the entire year. With six batches of regional disaster management leaders back and working in an array of roles across ASEAN, the AHA Centre took the opportunity to re-engage previous graduates to ensure they remain up-to-date and part of the wider AHA Centre movement in the region. ACE Programme alumni were invited to participate in a webinar series that aimed to enhance understanding of the complexity of disaster management, and to trigger new ways of thinking that builds upon knowledge previously gained through the ACE programme. The effort also supported the ongoing networking and cross-engagement of regional graduates to expand the AHA Centre's core role as a regional coordinating agency and knowledge hub.



The series was implemented across three specific sessions, with each webinar delivered not only by the AHA Centre, but by an array of partners and specialists with backgrounds in the specific topic. The first webinar – that engaged 150 participants – focused on the relevant topic of Humanitarian Logistics during a Pandemic, and was delivered by representatives from the WFP, UNHRD, IFRC, and HELP Logistics on September 16. Following that was the second webinar on Measuring Outcomes for Disaster Response, Coordination and Management, that was implemented with support from UNOCHA, IFRC, APG, and the Lien Centre for Social Innovation on October 21, with a total of 142 people participating.



Finally, the Asian Institute of Management delivered a session on Humanitarian Diplomacy to round out the series, engaging in a more intimate discussion involving 70 ACE programme graduates and AHA Centre staff on 18 November. After each webinar, participants provided their input and opinions on the series, and the overwhelming success and engagement figures further evidenced the value of this forced pivot away from the standard ACE Programme activities.



ASEAN-ERAT Programme

Maintaining Engagement

A key target for the ASEAN Emergency Response and Assessment Team or ASEAN-ERAT in 2020 was to ensure ongoing engagement and knowledge development as the traditional face-to-face delivery of trainings and other activities became a challenge. The AHA Centre determined that a strong way forward was to engage ASEAN-ERAT members from across the region in a series of internal, informal webinars, with the determined style even more integral for many members whose own NDMOs were responding to the global health crisis. This webinar series – aptly named the ASEAN-ERAT Coffee Chat Sessions – engaged current ASEAN-ERAT members in fluid, warm and interactive chats that avoided the use of presentations or more formal materials. The sessions aimed not only to continue knowledge exchange and sharing, but also to allow members the opportunity to re-connect with the programme after a challenging and tiring year.



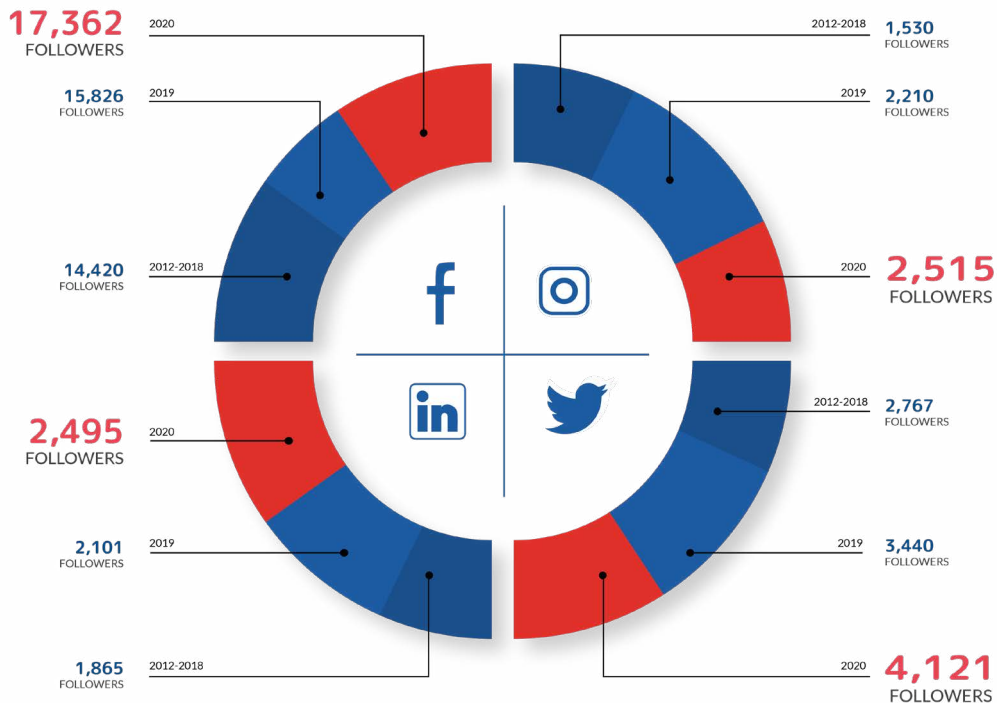
The ASEAN-ERAT Coffee Chat sessions were implemented throughout the final months of 2020, and covered an array of topics and discussion points. The first session – named Reconnecting: What’s Up ASEAN-ERAT? – aimed to get everyone together and debrief on their contexts, while the second session explored insights into the potential roles of ASEAN-ERAT in the future. Following webinar chats covered content such as interoperability of ASEAN-ERAT and the United Nations Disaster Assessment and Coordination or UNDAC system, as well as inviting ASEAN-ERAT members to revise and re-engage on content related to their work in the Refresh Our Mind, Please! sessions. Resultingly, not only did the ASEAN-ERAT Coffee Chat sessions allow the AHA Centre to maintain the strength and engagement of the all-important ASEAN-ERAT programme, but also highlight the Centre’s role coordinating strong outcomes from a regional perspective, even during times that are increasingly challenging.



Online Engagement

Website and Social Media

Due to the online nature that engulfed the world in 2020, it is of little surprise that statistics for online engagement increased significantly through the AHA Centre's various platforms. However, this interaction became much more critical with limitations on traditional interactions, and the AHA Centre recognised the need to increase the quantity and quality of its content, while also pivoting to meet the needs of an increased diversity of parties interacting in the online environment. Figures showed a continuing increase in social media engagement, with significant increases to engagements on trending platforms such as Twitter and LinkedIn, while more traditional platforms such as Facebook also continued an upward engagement trend. The AHA Centre website was a stand-out platform during 2020, as more direct engagement was sought by the general public and interested parties, resulting in a 75% increase in new users accessing the site. The website itself was also re-designed, with the new look launched during the AHA Centre's 9th Anniversary Partnership Forum.





AHA Centre Website



Launching of The AHA Centre's New Website

[Watch On Youtube](https://www.youtube.com/watch?v=vUWzqoOBVTk)

<https://www.youtube.com/watch?v=vUWzqoOBVTk>



External Engagements

The expansion of the online environment for traditionally face-to-face engagements also proved valuable for the AHA Centre team itself, as core staff expanded their knowledge and interaction into regional and global forums that were previously inaccessible or unavailable for an array of reasons. Staff were involved in webinars and other online forums as speakers or moderators, with organisations and organisers coming from across the globe, including Australia, the Philippines, Japan, Singapore, Thailand, Switzerland, United Kingdom, and the United States of America. Webinars focused on communications practices, risk reduction, disaster response exercises and data management, to name just a few, and engaged organisations from the disaster management sector and beyond, including the UN Office for the Coordination of Humanitarian Affairs (UN OCHA), the International Federation and Red Cross and Red Crescent Societies (IFRC), civil society networks and partners, and academic institutions from within ASEAN region and beyond.



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3-7 February 2020

Humanitarian Network Partnership Week (HNPW) 2020

Organiser: UN Office for the Coordination of Humanitarian Affairs (OCHA)

Organiser Location: Geneva, Switzerland



27 February 2020

ASEAN High-Level Symposium on Disaster Management – Session VI: Bridging Global and Regional Partnership on Disaster Management

Organiser: ASEAN Secretariat and CSIS Indonesia

Organiser Location: Jakarta, Indonesia



2 June 2020

Zoominar: Towards an ASEAN People-Centered Approach to COVID-19: The Role, Response and Scope of Cooperation among CSO Networks

Organiser: SEJAJAR, ICVA and Humanitarian Advisory Group (HAG)

Organiser Location: Jakarta, Indonesia





10 June 2020

ECOSOC Humanitarian Affairs Segment: High-Level Panel on Improving Humanitarian Effectiveness through New and Emerging Technology and Innovation: Opportunities and Challenges

Organiser: UN Office for the Coordination of Humanitarian Affairs (OCHA)

Organiser Location: Geneva, Switzerland



17 June 2020

15th Coordinating Conference on ASEAN Socio-Cultural Community

Organiser: ASEAN Secretariat

Organiser Location: Jakarta, Indonesia



19 June 2020

Zoominar: Living with the Risks of COVID-19: CSOs Closing Ranks for the 36th ASEAN Summit

Organiser: SEJAJAR and ICVA

Organiser Location: Jakarta, Indonesia



10 July 2020

Focused Group Discussion – National Consultation of the ASEAN Intergovernmental Commission on Human Right (AICHR) with Stakeholders at National Level

Organiser: Indonesia's Coordinating Ministry for Political, Legal and Security Affairs

Organiser Location: Jakarta, Indonesia





19 August 2020

RSIS-AHA Centre World Humanitarian Day Webinar on Humanitarian Assistance in Southeast Asia during COVID-19

Organiser: RSIS Singapore and AHA Centre

Organiser Location: Singapore and Jakarta, Indonesia



10 September 2020

IFRC Virtual Climate Red Summit - High Level Panel, Scaling Up Anticipatory Action: More. Better. Together.

Organiser: IFRC

Organiser Location: Geneva, Switzerland



13 October 2020

2020 International Day for Disaster Risk Reduction and ASEAN Day for Disaster Management

Organiser: Viet Nam National Disaster Management Authority (VNDMA)

Organiser Location: Hanoi, Viet Nam



13 October 2020

AIM Knowledge Sharing Series: How Do We Govern Disaster Risk in a VUCA World?

Organiser: Asian Institute of Management (AIM) Philippines

Organiser Location: Manila, Philippines



28 October 2020

Senior Executive Programme in Disaster Management (SEPDM) Webinar 2020: Enhancing Disaster Preparedness and Partnership

Organiser: Singapore Civil Defence Force (SCDF) and the ASEAN Secretariat

Organiser Location: Singapore



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28 October 2020

Communicating with Disaster Affected Communities (CDAC) Network 2020 Online Public Forum: Accountability in the Age of Algorithm: Championing Pathways to Inclusion in Tech-Driven Futures

Organiser: Humanitarian Policy Group (HPG) of Overseas Development Institute (ODI) and CDAC Network

Organiser Location: London, United Kingdom 



17 November 2020

4th Asia-Pacific Dialogue Platform on Anticipatory Humanitarian Action

Organiser: IFRC

Organiser Location: Bangkok, Thailand 



11 December 2020

AADMER Partnership Group (APG) Webinar - Responding to Disasters in the “New Normal”: What Recent Responses in Asia Teach Us?

Organiser: Hosted by the APG as part of the 2020 Regional NGO Partnership Event

Organiser Location: Bangkok, Thailand 

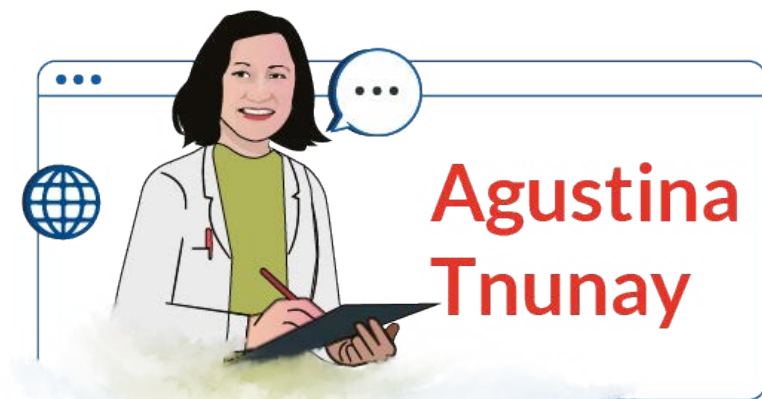


15 December 2020

Biodiversity and Building Resilience to the Impacts of Climate Change: ASEAN Perspectives

Organiser: ASEAN Centre for Biodiversity (ACB)


Organiser Location: Los Banos, Philippines 



27 February 2020

Cobra Gold 2020 Humanitarian Assistance and Disaster Relief Table Top Exercise and Senior Leaders Seminar

Organiser: Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM)


Organiser Location: Hawaii, USA 



25 June 2020

ARCH Project - Online Joint Project Working Groups Meeting

Organiser: ARCH Project - JICA

Organiser Location: Bangkok, Thailand 



24 August 2020

Natural Disaster Management and Response Involving Militaries from Several Countries

Organiser: Indonesian Armed Forces (TNI)

Organiser Location: Jakarta, Indonesia 



9 September 2020

Improving Lives - Webinar for DHL Global

Organiser: DHL

Organiser Location: Singapore 



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16 September 2020

Webinar for Disaster Response Team Volunteers

Organiser: DHL

Organiser Location: Singapore



21 July 2020

Dealing with a Double Disaster: What Happens When Disaster Strikes During a Pandemic?

Organiser: Humanitarian Advisory Group (HAG), the Australian Council for International Development (ACFID) and the Centre for Humanitarian Leadership (CHL)

Organiser Location: Melbourne, Australia



10 December 2020

Philippines General Staff College Briefing

Organiser: Armed Forces of the Philippines

Organiser Location: Manila, the Philippines



16 December 2020

Regional Consultative Group

Organiser: UN Office for the Coordination of Humanitarian Affairs (OCHA)

Organiser Location: Bangkok, Thailand



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8 December 2020

Webinar on Reinforcing Humanitarian Collaboration in Asia Pacific and Beyond

Organiser: HELP Logistics

Organiser Location: Singapore



12 May 2020

A series of Emergency Response Section (ERS) of internal information sessions

Organiser: UN Office for the Coordination of Humanitarian Affairs (OCHA)

Organiser Location: Geneva, Switzerland



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20-22 October 2020

Asian Conference on Disaster Reduction 2020

Organiser: Asian Disaster Reduction Center (ADRC)

Organiser Location: Kobe, Japan

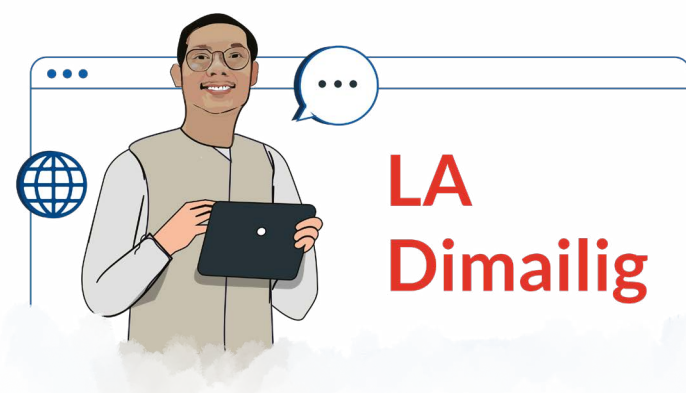


1-17 December 2020

AGU Conference

Organiser: AGU

Organiser Location: USA



18 - 20 Feb 2020

Joint Workshop on Multi-Hazard Early Warning Systems and Early Actions in Southeast Asia

Organiser: UN ESCAP

Organiser Location: Bangkok, Thailand



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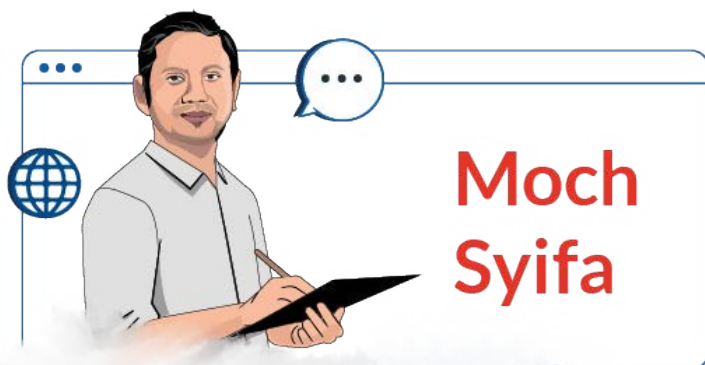


2 December 2020

Understanding Risk 2020 Briefing

Organiser: Risk-informed Early Action Partnership (REAP)

Organiser Location: Geneva, Switzerland



4 November 2020

Communications Workshop: Traditional Media and Webinar Tips

Organiser: European Union Mission to ASEAN

Organiser Location: Jakarta, Indonesia



21 October 2020

Online Workshop on Developing Guidelines and Common Standards of Smart Notification System for Natural Disasters

Organiser: Ministry of Post and Telecommunications, Lao PDR

Organiser Location: Vientiane, Lao PDR



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27 October 2020

Disaster Management Education and Training 4.0

Organiser: BNPB Indonesia and USAID

Organiser Location: Jakarta, Indonesia



Other Reports and Publications

The Column

The AHA Centre's monthly newsletters also continued to be a source of information during 2020, as The Column kept the region's disaster managers informed and engaged on the AHA Centre happenings from afar. A new edition was published every month for the year, and continued to see increases in reader numbers in its online, accessible microsite form.



The Column Volume 58

Published in
Jan-Feb 2020



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The Column Volume 60

Published in
April 2020



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The Column Volume 62

Published in
June 2020



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The Column Volume 59

Published in
March 2020



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The Column Volume 61

Published in
May 2020



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The Column Volume 63

Published in
July 2020



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October 2020



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The Column Volume 68

Published in
December 2020



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The Column Volume 65

Published in
September 2020



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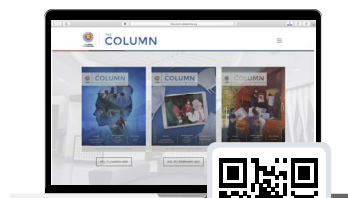
The Column Volume 67

Published in
November 2020



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The Column other volumes



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Click to Visit

ASEAN Militaries Ready Group

The ASEAN Militaries Ready Group on Humanitarian Assistance and Disaster Relief (AMRG on HADR) Military Representative to the AHA Centre has been running for three years since 2018. The AMRG Military Representative to the AHA Centre in 2020 was assumed by Colonel Nguyen Tuan Duc, the Defence Attaché of Viet Nam in Jakarta. The AHA Centre planned to conduct an official handover ceremony from the Thailand Defence Attaché to the Viet Nam Defence Attaché. However, this had to be cancelled due to COVID-19. A virtual operational handover was conducted in March 2020 between the two Defence Attaches. Colonel Nguyen was involved in supporting the AHA Centre in response to floods in Central Viet Nam due to tropical storms LINFA and NANGKA as well as Super Typhoon GONI in the Philippines.



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After Action Review



2020 saw the implementation of a large After-Action Review (AAR) that looked back at the array of disaster responses coordinated by the AHA Centre during the 2018 year. During 2018 the AHA Centre deployed to the largest number of responses since its establishment, with a total of 7 responses coordinated across a significantly short timeframe. Within this timeframe there were also concurrent disaster responses undertaken, which formed another first for the AHA Centre team. AHA Centre staff, partners and key stakeholders were engaged in the AAR process, which formed a structured opportunity to identify strengths, improvements and lessons learned for future disaster responses and coordination. The activity also formed part of the ASEAN-ERAT Transformation Plan implementation, that is being undertaken to address improvements and development across all components of the ASEAN-ERAT system in disaster response. The final publication was released in mid-2020, and provides insights and information to support the improvement of the ASEAN-ERAT system, the AHA Centre, and ASEAN disaster response overall.

Download After Action Review 2018

<https://ahacentre.org/publication/aar2018/>



6

RESOURCE MANAGEMENT



DELSA Sustainability



**ASEAN-ERAT
Development**



ASCEND Project



**AHA Centre Planning
and Processes**

Managing resources – both internal and external – held no shortage of additional challenges as the year 2020 wore on. The AHA Centre was not only faced with managing regional resources in programmes such as DELSA and ERAT, but also finding the most efficient and optimal processes to manage its internal resources under the 2020 context, and doing so almost overnight as the organisation closed its physical doors in line with public health requirements and recommendations. Determining the path forward to not only successfully manage – but

also expand and improve – resources under the AHA Centre’s umbrella was an experience that became clearer and more defined, and regardless of the obstacles that arose, would result in significant positive change for the organisation, and for all-important resources that are central to ASEAN disaster management activities.

After experiencing the value of the expanded DELSA warehouse system, the continuity and sustainability of the DELSA programme became a priority, and resulted in an extensive study into options for the DELSA system’s future. With the realisation that delivering face-to-face ASEAN-ERAT training could still be some time away, the team took the opportunity to plan the implementation of programmatic improvements and updates to curriculum and practical aspects for when training can finally resume. Finally, it was the pandemic context that required the AHA Centre staff themselves to find efficient and impactful ways to work from home, with the ICT team ensuring not only a centralised online system for internal coordination, but also setting the AHA Centre well on the path to becoming a ‘green office’ in its own right.

DELSA Sustainability

Coming off significant developments throughout the past few years – including the expansion of the programme through the opening of two regional satellite warehouses – the sustainability of the Disaster Emergency Logistics System for ASEAN (DELSA) network once more required the attention of the AHA Centre.



With the benefits of the new satellite warehouses in the Philippines and Thailand already felt during the year, and the aim to ensure more nationally-led responses within a changing disaster management landscape, the need for further attention on the system was highlighted during the 18th Meeting of the ACDM Working Group on Preparedness and Response in May 2020. As a result, the Working Group recommended that the AHA Centre undertake a feasibility study to explore next steps for the DELSA programme, and the study was then undertaken through to the end of the year. The study primarily aimed to identify the best approach towards DELSA sustainability as a network of regional stockpiles and warehouses, that with pre-positioned emergency relief items could further ensure the effective, efficient and timely response to disasters across the ASEAN region.



The study gathered insights and inputs from ASEAN Member States, partners and AHA Centre staff, and was continued through the identification of a number of scenarios for the DELSA network in the future. Each scenario then had approximate costs calculated, with further estimations to be undertaken as part of the wider cost-benefit analysis. Scenarios included maintaining the current system – with both high numbers and minimum stock of relief items – in the three locations: Malaysia, Philippines, and Thailand, handing over warehouses to host countries and moving to an online procurement/stockpile management system, and a combination of both those scenarios.

With a final plan and related costings, identification of funding and other support can take place, and the DELSA programme can continue in line with the AADMER Work Programme 2021-2025. The results of the study were compiled in the later stages of the year, and final report outcomes are expected early in 2021.



ASEAN-ERAT Development

With the realisation that the challenges confronting the ASEAN Emergency Response and Assessment Team (ERAT) programming would continue into 2021, the AHA Centre quickly set to readjusting plans to deliver this all-important training programme. Face-to-face efforts are set to remain difficult, due to varying levels of vaccination, travel restrictions, and other differing health protocols on a regional level. With this in mind, the AHA Centre's ASEAN-ERAT programme developed a new plan set for implementation under a pandemic context, that would continue to improve and expand the role and impact of ASEAN-ERAT members across the region.

The ASEAN-ERAT Coffee Chat sessions were identified as valuable, and would be enhanced by identifying topics that are relevant and engaging. The Refresh Your Mind sessions would also be enhanced, with a particular focus towards rapid needs and damage assessments, management approaches, and also basic mapping exercises. A Coaching Clinique is planned for ASEAN-ERAT

members who have already engaged in advanced courses, allowing them to further increase learnings through interactions with specialists in their field. Finally, based on feedback from members previously participating in the courses, revisions and improvements to Level 2 (Advanced) course materials will be implemented, with the potential to also re-develop and improve curriculum for the Level 3 (ASEAN-ERAT Team Leaders) courses.

ASEAN-ERAT in Numbers (as of 31 December 2020)



322 members:

207 male, 115 female



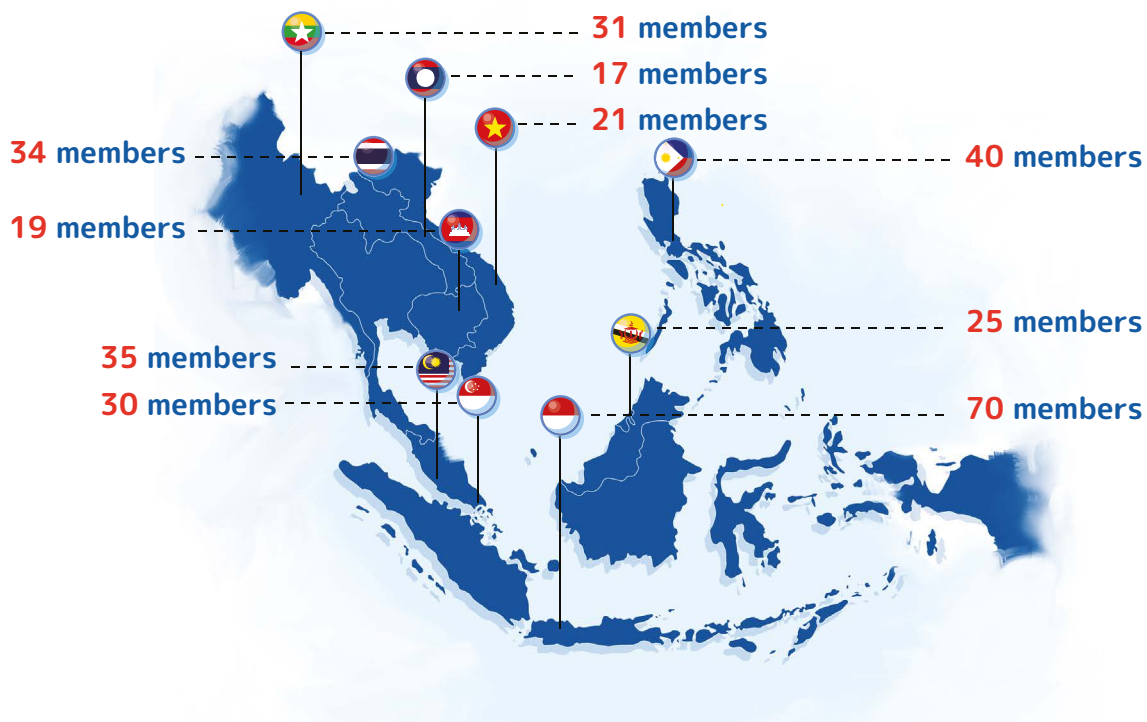
55 members skilled in:

- 16 rapid assessment
- 10 information management
- 10 early recovery
- 12 humanitarian logistics
- 8 humanitarian civil-military coordination



32 trainers:

23 male, 9 female



ASCEND Project

The ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) project was developed to validate and provide recognition to specific skills and competencies held by individuals working in ASEAN's disaster management sector.

Launching of the ASCEND Video



Watch On Youtube

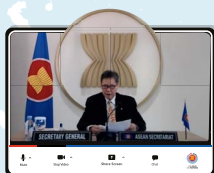
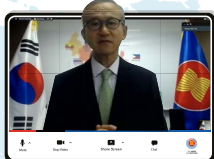
<https://www.youtube.com/watch?v=OEy6X2TOqBA>



Scan Here



The certification will support the AHA Centre and ASEAN Member States to determine the skills and expertise available for their utilisation at times of disaster, while the competency standards also serve as a credible reference to guide disaster management institutions and organisations when they are developing their own specific training programmes for ASEAN disaster management professionals. ASCEND is supported by the Republic of Korea, and was launched in the month of September 2020.



During its initial months towards the end of the year, the ASCEND project began by engaging its own technical staff made-up of four team members who will be primarily responsible for driving the project's implementation. Preparations for a baseline study and the initial development of a certification management system have begun, and a Project Steering Committee was established and held their first meeting in December.

ASCEND Project Launching

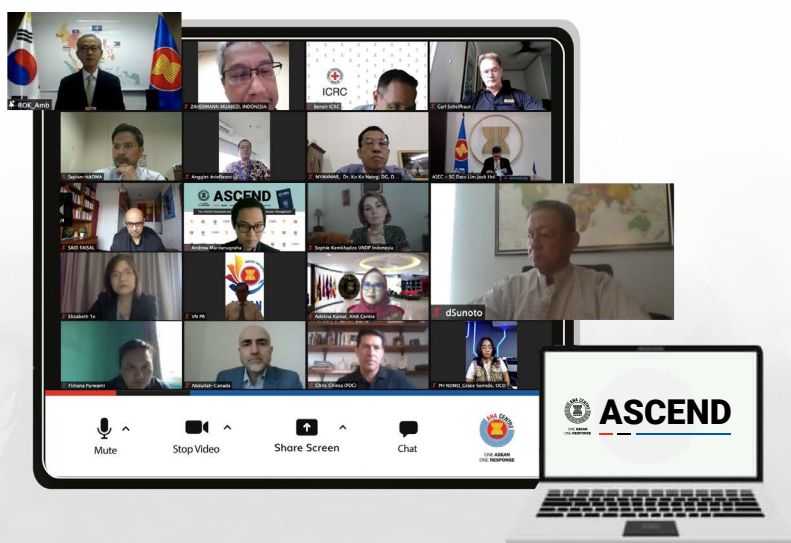


Watch On Youtube

<https://www.youtube.com/watch?v=UstS0FuXb6s&t=96s>



Adjustments to the initial workplan due to the pandemic context were also being undertaken at the end of the year, however, it is expected that most aspects of the project will still be achieved in line with initial targets, even if alternative implementation approaches are required. The project is slated to run until 2023 – a total implementation period of three years.



AHA Centre Planning and Processes

• Annual Planning



In early 2020, before the pandemic had taken hold globally, the AHA Centre held its annual planning session to map out its workplan for the year ahead. It formed the final time that all AHA Centre staff would come together in one location, and provided not only the opportunity to plan the year's work, but also acted as a stage for team bonding and strengthening. The workshop had three key objectives, with the first of course being to discuss the priorities and goals for the AHA Centre in the year 2020. The second was to reflect on and determine utilisation of achievements and lessons learned from the previous year, and the third objective was to continue the ongoing exercise of rethinking the AHA Centre's future.



While 2020 may not have unfolded in line with expectations from the planning workshop, the event set a strong platform for the team to overcome the challenges that the oncoming year would provide.

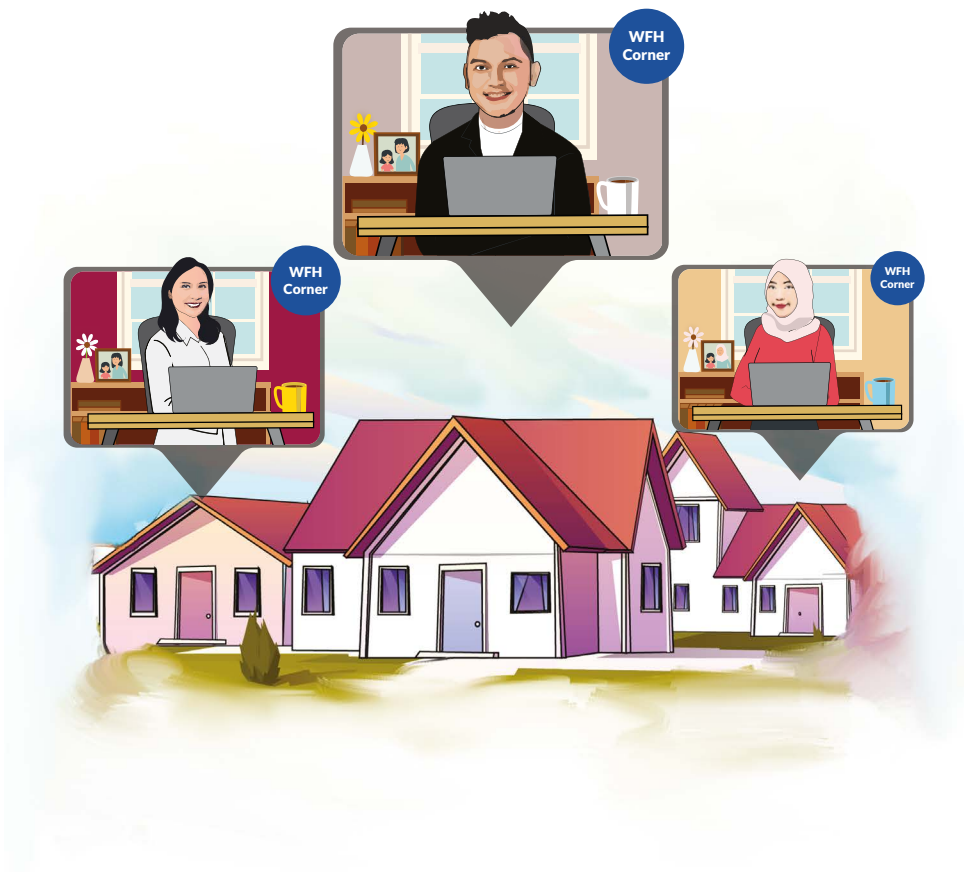
• Mid-Term Review

2020's mid-term review workshop may have taken place in a different setting, but still managed to provide valuable insights and action points for the organisation moving forward. 42 staff members took part in the five-day event that included briefings on the organisation's work, group sessions to review the work plan for the upcoming term, and sessions to provide strategy and direction for programme continuity within the pandemic and 'new normal' contexts. The workshop was held longer than the usual three days due to challenges regarding participation and enthusiasm in the online environment, and energising and ice-breaking activities were also valuable to maintain staff engagement and interest. Final outcomes assessed progress made towards achieving the AHA Centre's objectives in comparison to its annual work plan, and also revised and learned about new processes, approaches and mechanisms evolving from 2020's challenging context that will be useful into the future.



• ICT Work from Home

With the coordination role of the AHA Centre significantly challenged in 2020, the organisation was required to rely even more heavily on its Information and Communication Technology (ICT) systems and staff. Already an integral part of disaster management, the AHA Centre's ICT got to work early in the pandemic's emergence to ensure the AHA Centre team could work from home (WFH) as fluently and efficiently as possible. The ICT team developed a WFH Corner on the AHA Centre's website that housed all elements and tools required to WFH, as well as shifting traditional approval and payment systems to be completely based in the online environment. With this software and network, the AHA Centre was able to continue its critical coordination work – both externally and internally – with a relatively seamless transition to a completely online working arena. This forced pivot also positively impacted the AHA Centre's move towards being more environmentally conscious, and is in line with efforts to ensure the organisation utilises a 'smarter and greener office' in the years to come.





7

PARTNERSHIPS



Partnership Forum



Dialogue and
Development Partners

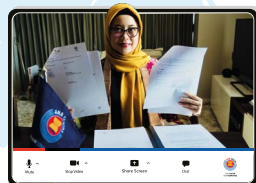
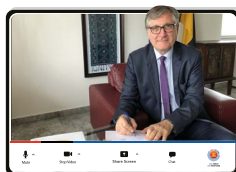


Disaster Management
Partners

All of the AHA Centre's partners were challenged in their own ways during 2020, and the unique context would see everyone working together to ensure a stronger ASEAN region in the face of disaster. Not only were ongoing partnerships strengthened and expanded, but new partnerships were developed and kick-started through unique and innovative approaches. The AHA Centre was quick to realise that the primary ingredient in partnerships for 2020 was mutual understanding – and all partners brought this understanding to the table when changes,



re-alignments and brand new approaches were required. Mutual understanding formed the foundation of 2020's successful partnerships, and such a united approach towards a larger goal sat perfectly well within the One ASEAN, One Response vision – regardless of the different conditions within which the vision was developed.



New partnerships of all varieties emerged in 2020, and new projects forged ahead even in the face of all challenges confronting the disaster management sector. The AHA Centre began a collaboration with the Government of Germany through GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH) to develop and strengthen institutional capacities, and rolled-out other key capacity development projects with EU-SAHA (through the European Union) and ASCEND (supported by the Republic of Korea).

ASEAN Member States increased their engagement, including the formation of the Project Management Team based in Nay Pyi Taw, to support Myanmar's Department of Disaster Management more closely through a project funded by the Government of Japan through the Japan-ASEAN Integration Fund. Brunei Darussalam also stepped-up to provide additional support to the AHA Centre's ASEAN Village recovery project in Central Sulawesi, Indonesia.



**Partnership
Forum**

Dialogue and
Development Partners

Disaster Management
Partners

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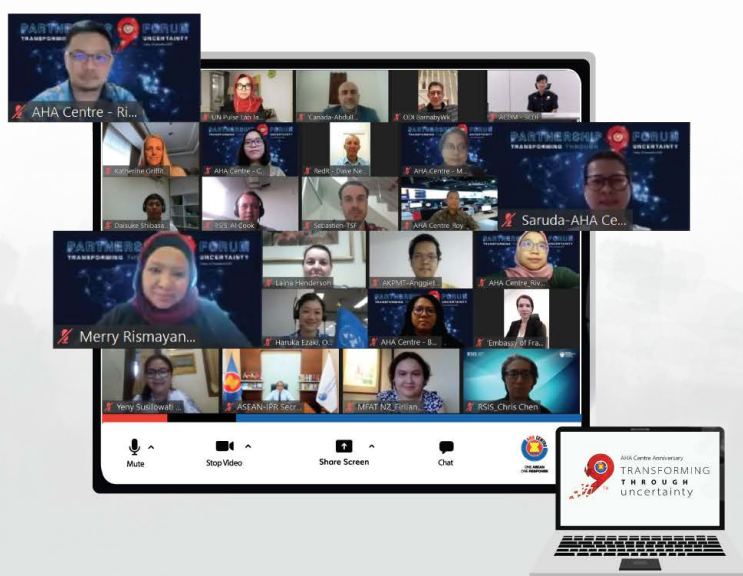


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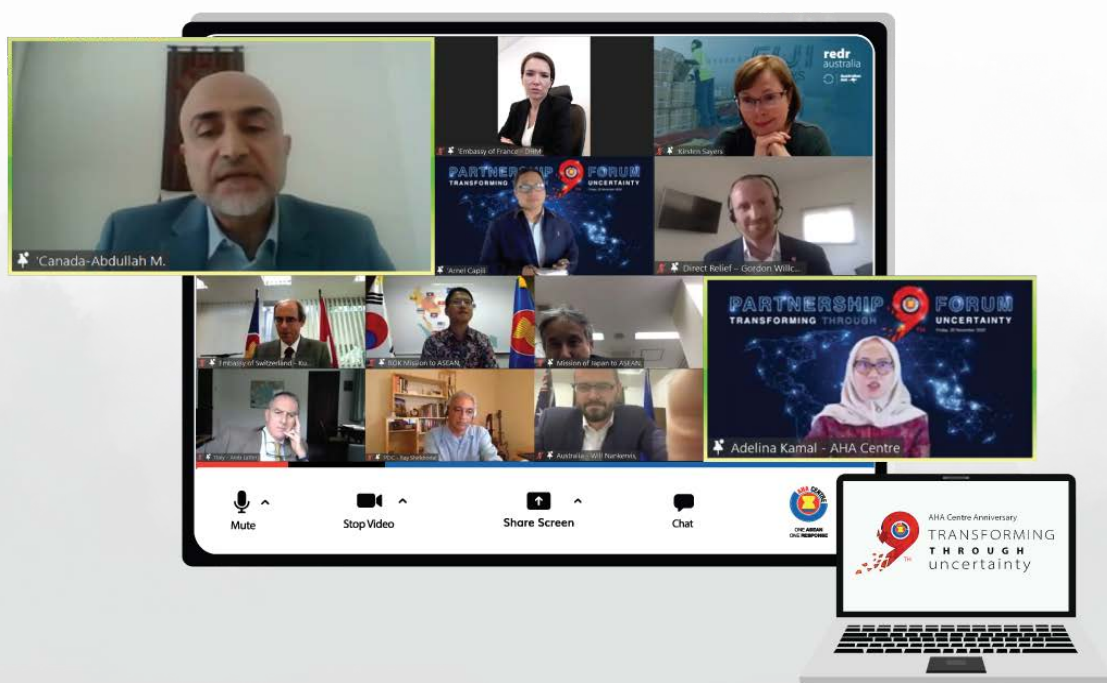
Partnership Forum



A significant outcome for the AHA Centre during 2020 was the implementation of its Partnership Forum, with the event engaging 40 partner organisations under the theme *Transforming through Uncertainty*. Through two parts, the forum reflected on the success of AHA Centre partnerships in the *Celebrating Partnership* session, and sought insights and input for the AHA Centre's re-definition phase as part of a session titled *Renewed and Future Partnerships*. More than a hundred participants took part in the forum, with remarks and speakers from foreign partner embassies, the ASEAN Secretariat, and an array of regional and international disaster management organisations.



The forum provided a platform for the AHA Centre's partners to share their lessons learned and insights into ASEAN disaster management with the participants. It also provided an opportunity to open dialogue regarding any issues or challenges in partnerships with the AHA Centre, and also to ensure progress on partnership activities remain in-line with initial plans and goals. The forum was also utilised by the AHA Centre to leverage potential new partnerships and collaborations, with the 2020 forum resulting in follow-up discussions with, among others, the Canadian Mission to ASEAN and the French Government, which will be further explored in the early stages of 2021.



Dialogue and Development Partners



Australia

Through the Department of Foreign Affairs and Trade (DFAT), the Australian Government continues its long-term support of the AHA Centre, with particular support for recent efforts to strengthen the AHA Centre's internal capability to respond effectively to human-induced crises with a grant of AUD 1.5 million (just over USD 1 million).



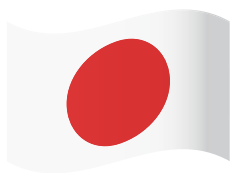
European Union

The European Union continues its support of the AHA Centre during 2020 with the opening of the Integrated Programmes in Enhancing the Capacity of AHA Centre and ASEAN Emergency Response Mechanisms (EU-SAHA) project, that will utilise a budget of a little over USD 8 million between 2020-2024. The EU has also awarded funding to Swedish MSB and Estonian ERB to complement activities directly implemented by the AHA Centre, to implement the Leveraging ASEAN Capacities for Emergency Response (LACER) project. The LACER component will be implemented with an overall focus on institutional capacity development to augment sustainability and utilisation of AHA Centre's operational capacity.



Germany

Through GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH), the Government of Germany is supporting the implementation of the Institutional Strengthening and Capacity Development (Capacities4AHAC) project, that is running from 2020-2022 with a budget of almost USD 950,000. The project focuses on strengthening the internal corporate governance and institutional capacity of the AHA Centre, and all project arrangements with Germany were finalised in August 2020.



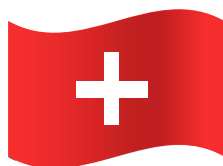
Japan

Through the Japan-ASEAN Integration Fund (JAIF 2.0), the Government of Japan remains one of the AHA Centre's biggest and longest-standing partners, and is continuing support through the Strengthening ASEAN's Collective Response Capacity through the Enhancement of the Capacity Building of the Regional ASEAN-ERAT (2020 – 2022) - Phase II project, with a budget of USD 1.5 million, as well as ongoing support of, among others, DELSA, ICT and ACE Programme activities.



Republic of Korea

The Republic of Korea committed to support the AHA Centre's effort in rolling-out the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) project from 2020-2023, that aims to standardise skills and requirements for ASEAN disaster management professionals with an overall budget of almost USD 3.5 million. The project was launched in September 2020.



Switzerland

Through the Swiss Agency for Development and Cooperation (SDC), the Government of Switzerland has signed a Memorandum of Intent that provides the AHA Centre with direct funding in the amount of USD 566,000, and consultants to engage in the development of the AIMNet platform and systems between 2020-2021.



United Kingdom

The UK's Foreign, Commonwealth and Development Office (FCDO) extended its support for the AHA Centre by offering the secondment of key human resources in the form of a Humanitarian Strategist for 2020-2021.



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Forum

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Disaster Management Partners

Although interactions were limited for 2020, the work of the AHA Centre was still supported in many ways by a variety of partners old and new.



DHL

Mobilised disaster response team supporting the AHA Centre disaster response to Super Typhoon GONI in the Philippines.



Response Team



Direct Relief

Supported the reconstruction of a health unit as part of the recovery process in Central Sulawesi, and also supported the pre-positioning and mobilisation of relief items from DELSA satellite warehouse in Camp Aguinaldo during the Super Typhoon GONI response in the Philippines. Direct Relief is also committed to provide funds to support pandemic responses, for roll out in Malaysia, Thailand and Viet Nam in early 2021.



Health Unit



HELP Logistics

Supported the development of the AHACKATHON as part of the DELSA Humanitarian and Emergency Logistics Expo (HELIX) event.



HELIX 2021



Lien Centre for Social Innovation-Singapore Management University

Provided expert personnel for the DELSA Humanitarian and Emergency Logistics Expo (HELIX) event.



HELIX
2021



Map Action

Provided personnel to support in response to Super Typhoon GONI in the Philippines.



Personnel



Pacific Disaster Center (PDC)

Provided technical support and knowledge for operationalising the ASEAN Disaster Monitoring and Response System (DMRS). On 18 November 2020, the AHA Centre and the PDC officially extended the MoI between the two organisations.



Technical
Support and
Knowledge



Philippine Disaster Resilience Foundation (PDRF)

Designated personnel to provide support in response to Super Typhoon GONI in the Philippines.



Designated
Personnel



Red Cross and Red Crescent Movement

Contributed to 2nd Edition of the ARMOR, ARMOR webinar series as well as a number of other knowledge exchange events organised by the IFRC and Anticipation Hub



ARMOR Webinar Series



RedR Australia

Provision of a number of technical experts to the AHA Centre, including a Resource Mobilisation Advisor and an expert to support the feasibility study for the sustainability of the DELSA network.



Technical Experts



Télécoms Sans Frontières (TSF)

Provided a facilitator for ASEAN-ERAT training.



Facilitator



Temasek Foundation

Donated 1.5 million reusable masks for distribution to ASEAN countries, communities and institutions in need.



Reusable Masks



United Nations

The United Nations remains at the forefront of disaster management on a global scale, and their engagement with the AHA Centre and ASEAN region remained strong during 2020. The UNHRD, WFP and UNOCHA continued their significant support across a range of related AHA Centre working areas, and engaged continuously with the AHA Centre even under pandemic limitations. The UNHRD continued to host and support the DELSA Regional Stockpile in Subang Malaysia, while the WFP and UNOCHA continued their engagement in the DELSA, ACE Programme and ASEAN-ERAT webinars and trainings, as well as providing professional insight in the ARMOR Second Edition webinars.



Multiple
Supports



United Parcel Service (UPS)

Supported with transportation of supplies during the disaster response to Super Typhoon GONI in the Philippines.



Transportation
Supplies



8

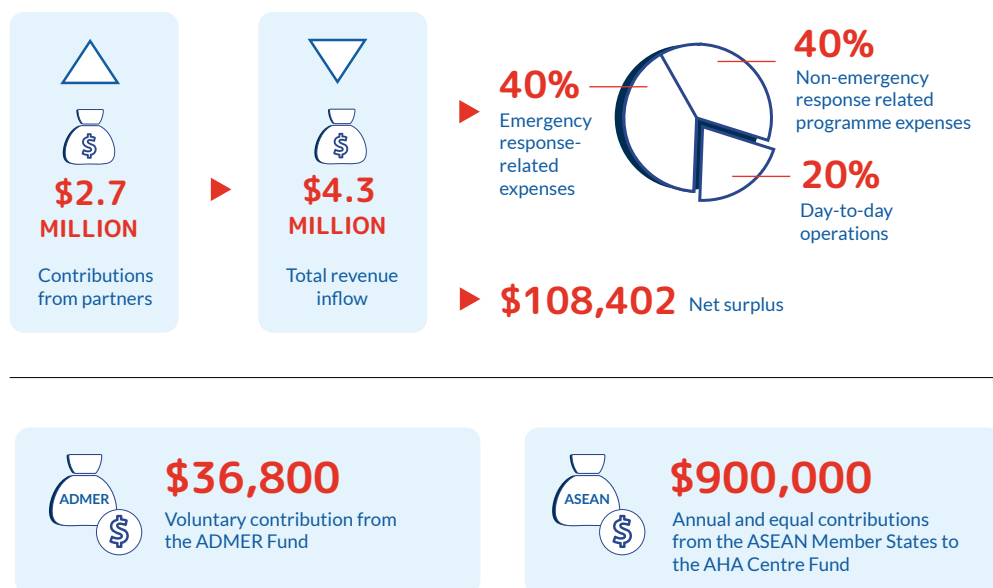
FINANCE

More than USD 2.7 million was provided to the AHA Centre from ASEAN Dialogue Partners and other organisational partners, which contributed to a total revenue inflow of slightly over USD 4.3 million to the AHA Centre in 2020. Of this amount, the AHA Centre utilised slightly over USD 4.2 million by the end of the year, which left a USD 108,402 net surplus for 2020. 40% of inflow was utilised for non-emergency response related programme expenses, and another 40% for emergency response-related expenses. The remaining 20% for day-to-day operations. A significant increase in expenditure related to disaster response during 2020 was due to the AHA Centre being requested to undertake five emergency responses and one preparedness mission for the year. These responses included support provided to national pandemic responses in three ASEAN Member States.

By the end of 2020 the AHA Centre received a total of USD 900,000 in annual equal contributions from ASEAN Member States. A voluntary contribution from the ADMER Fund for the amount

of USD 36,800 was also received, while the Philippines and Brunei Darussalam also provided additional funds to the AHA Centre in support of the ongoing ASEAN Village recovery project in Central Sulawesi.

2020 also saw the AHA Centre successfully complete an external audit process for finances covering the period of 2019, which was conducted by a reputable independent accounting firm, and confirms that AHA Centre financial reporting is in accordance with International Public Sector Accounting Standards (IPSAS). This outcome follows similar outcomes from audits in previous years, and further enhances the AHA Centre's reputation as a trusted, transparent, and credible organisation.

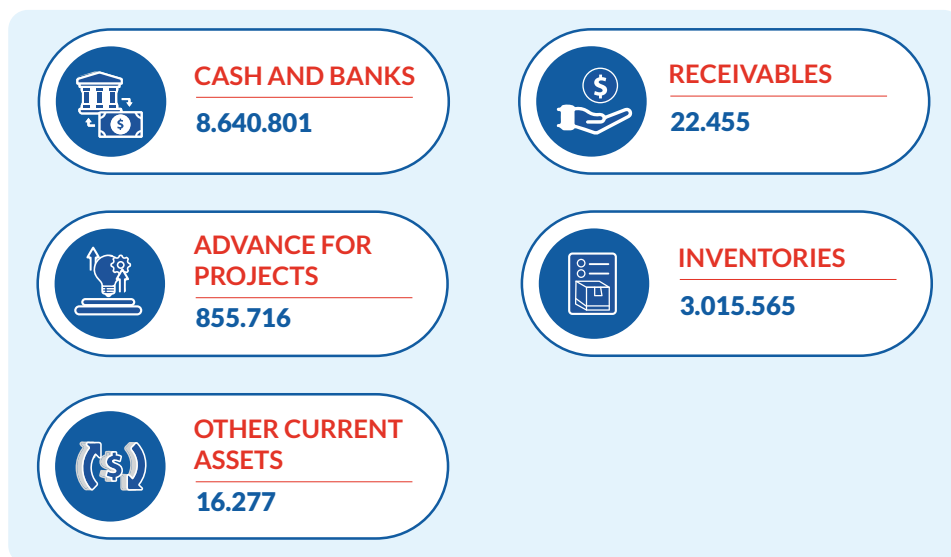


Significant growth was achieved in 2020, all while undertaking preparation for an array of potential upcoming challenges. As the size of the organisation doubled as the AHA Centre expands into new projects and programmes, necessary staff members were recruited to support such new activities. The AHA Centre also ensured more comprehensive health insurance coverage for all staff members in 2020, and provided necessary support for the work-for-home arrangements, further highlighting its commitment to the well-being of AHA Centre staff.

Statement of Financial Position 2020 (UNAUDITED)
 Statement of Financial Position of 2020 as of 31 December 2020 (Unaudited)
 (Expressed in US Dollar, unless stated otherwise)

ASSET

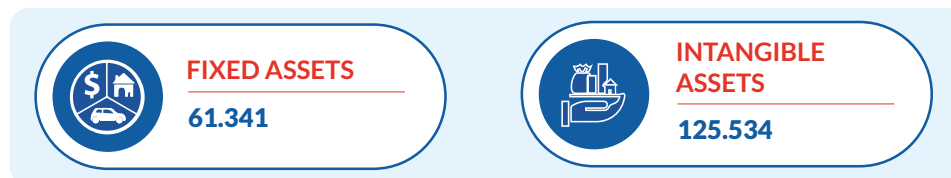
• Current Assets



▼
TOTAL CURRENT ASSETS

12.550.813

• Non-Current Assets



▼
TOTAL NON-CURRENT ASSETS

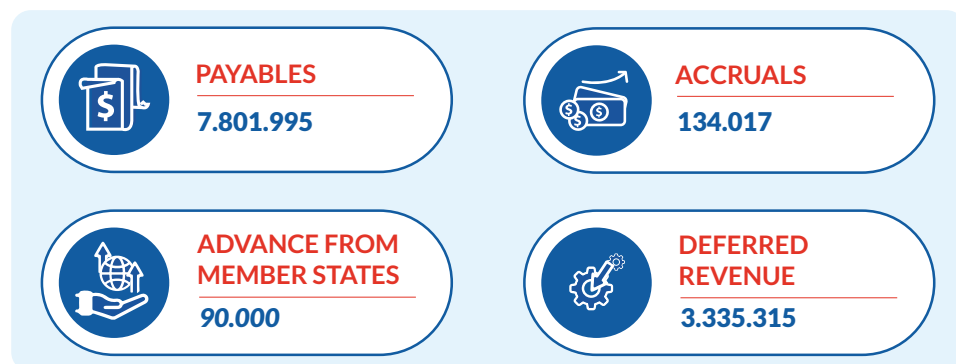
186.875

TOTAL ASSETS

12.737.688

Liabilities and Net Assets

• Current Liabilities



TOTAL CURRENT LIABILITIES

11.361.328

• Non-Current Liabilities



TOTAL NON-CURRENT LIABILITIES

6.198

TOTAL LIABILITIES

11.367.526

NET ASSETS

1.370.162

+

TOTAL LIABILITIES

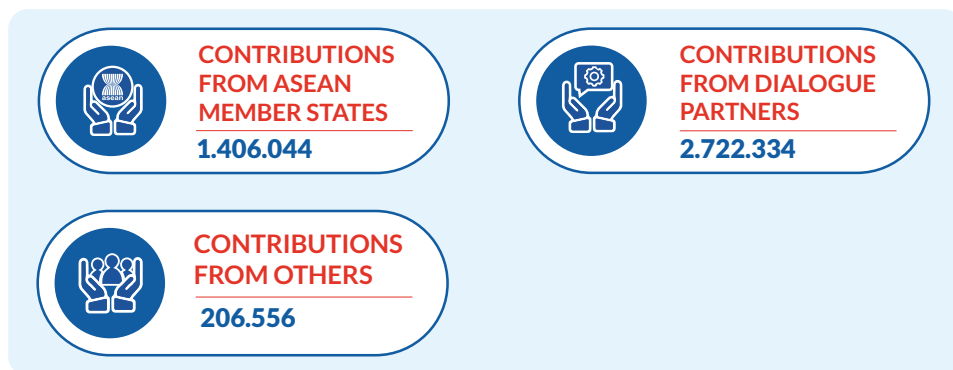
11.367.526

=

12.737.688

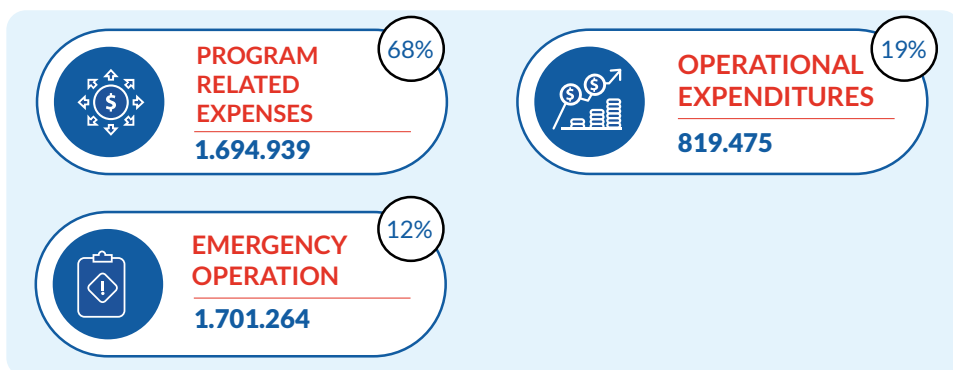
Statement of Financial Position 2020 (UNAUDITED)
Statement of Financial Performance for the period 1 January 2020 to 31 December 2020 (Unaudited)
 (Expressed in US Dollars, unless stated otherwise)

• **Revenues**



▼
TOTAL REVENUES
4.334.934

• **Expenses**



▼
TOTAL EXPENSES
4.215.678

SURPLUS FOR THE YEAR

119.256

OTHER CHANGES IN NET ASSETS

10.854

=

108.402




9

VIP VISITS TO THE AHA CENTRE

Before the pandemic halted travel and face-to-face interactions, the AHA Centre was honoured to receive a number of special guests into the organisation during the first months of 2020. Visitors included dignitaries from the ASEAN Secretariat, United Nations, as well as government representatives of ASEAN Member States and other nations further abroad.



1




8 January 2020
ASEAN Secretariat




H.E. Robert Matheus Michael Tene
 Deputy Secretary-General of ASEAN for Community and Corporate Affairs

2



14 January 2020
UNOCHA Regional Office Bangkok



Mr. Michael Saad
 Deputy Head of Regional Office for Asia and the Pacific
 United Nations Office for the Coordination of Human Affairs

Ms. Victoria Saiz-Omenaca
 Head-OCHA Indonesia

3



27 January 2020
Republic of Korea National Red Cross



Prof. Park Kyung-seo
 President of the Republic of Korea National Red Cross

4



11 February 2020
US Mission to ASEAN



Ms. Melissa A. Brown
 Chargé d'Affaires, a.i.

5



24 February 2020
WFP Indonesia

Ms. Christa Rader
 World Food Programme (WFP) Representative in Indonesia



6



25 February 2020
Office of Civil Defense Philippines

Usec Ricardo Jalad
 Executive Director National Disaster Risk Reduction & Management Council and Administrator, Office of Civil Defense of the Philippines



7



3 March 2020
Asian Disaster Reduction Center, Kobe - Japan (ADRC)

Mr. Suzuki Koji
 Executive Director



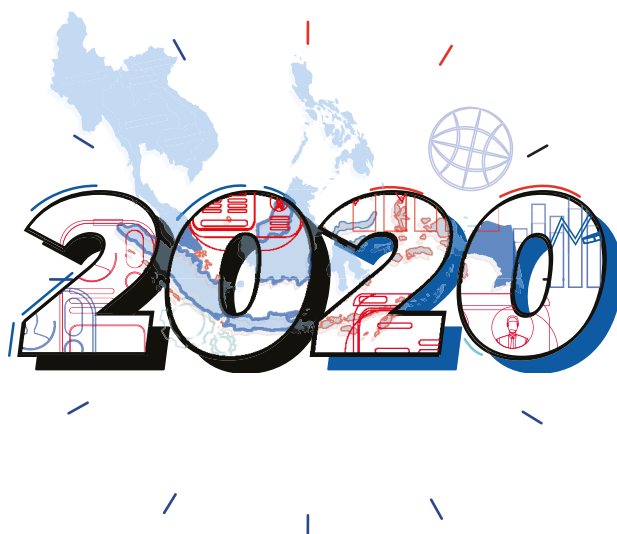
8



12 March 2020
Mission of the People's Republic of China to ASEAN

H.E. Deng Xijun
 Ambassador





10

YEAR IN REVIEW

While many of the year's activities and events may have been held in an online environment, the AHA Centre and its staff remained in touch and involved in all varieties of engagements on local, national, regional and global levels. Events were often held or co-organised by the AHA Centre team, but there was also no shortage of external activities in which the organisation's staff were able to participate.



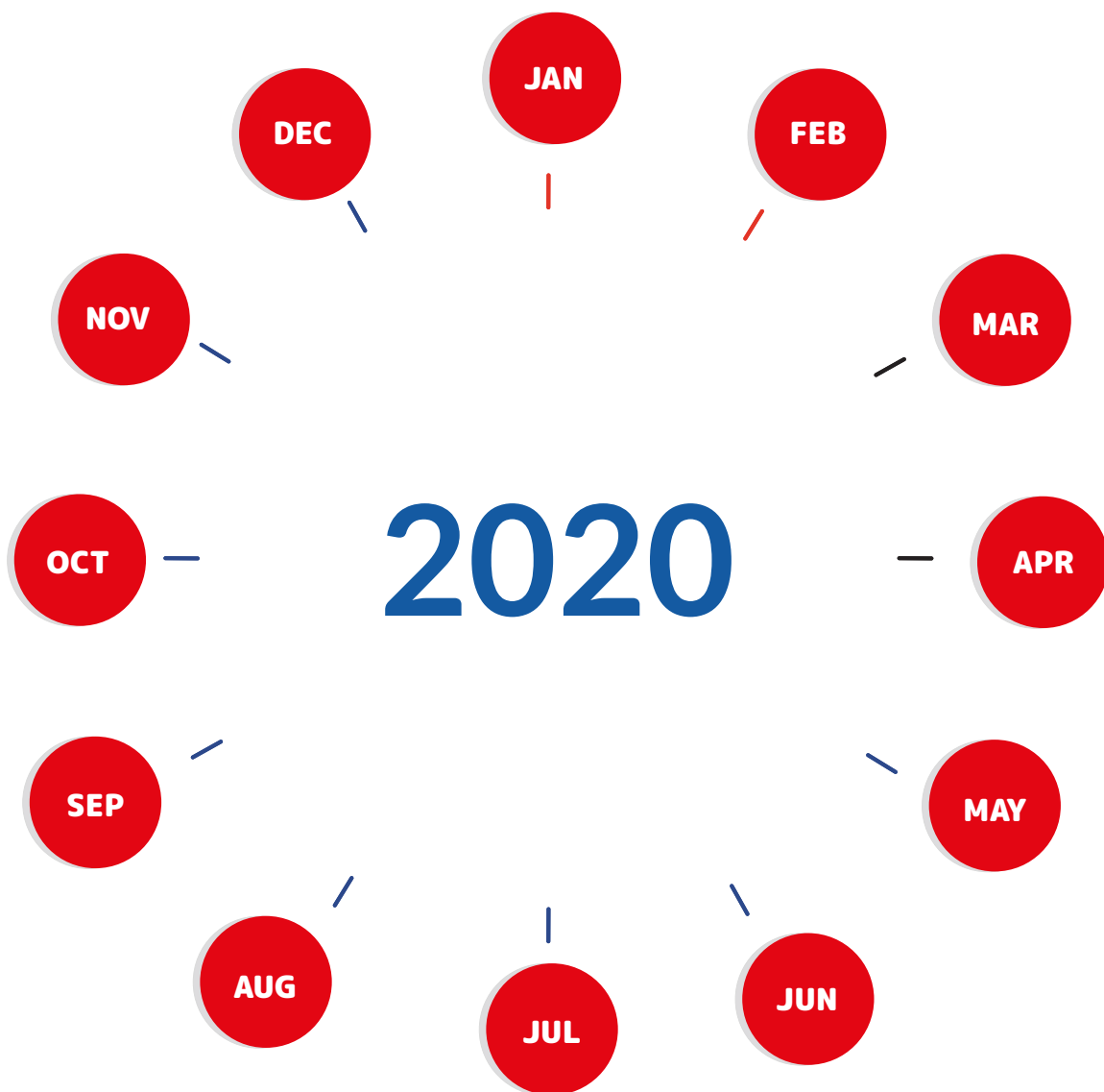
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Feb

January

VIP Visit of H.E. Robert Matheus
Michael Tene, Deputy Secretary-
General of ASEAN for Community and
Corporate Affairs to the AHA Centre

Courtesy Call by Mr. Michel Saad,
Deputy Head of UN Office for the
Coordination of Humanitarian Affairs
(OCHA) Regional Office for Asia and the
Pacific

AHA Centre Strategic Planning
Meeting for 2020

Handover Ceremony of Republic of
Korea's Contribution to ASEAN Secretariat
to Support Regional Efforts in Rakhine
State at the Ministry of Foreign Affairs of
Indonesia

ASEAN-ERAT Team Leaders
Course Curriculum Development: First
Learning Management Plan in Singapore

ASEAN Secretariat Special Lecture
featuring H.E. Moteqi Toshimitsu,
Minister of Foreign Affairs for Japan

Final Exercise Planning Team Meeting
for ASEAN Regional Disaster
Emergency Response Simulation
Exercise (ARDEX-20) in Manila

Launch of the Integrated Programme
in Enhancing the Capacity of AHA
Centre and ASEAN Emergency
Response Mechanisms (EU-SAHA)
Project

Visit of the Chair of the Korean Red
Cross to the AHA Centre

European Union's Writing and
Photography Workshop

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Jan



Mar

February

Humanitarian Networks and Partnerships Week (HNPW) in Geneva, Switzerland

Networking Reception on the Occasion of the British Embassy's "Crisis Exercise"

Visit of the Swedish Civil Contingencies Agency (MSB) and the Estonian Rescue Board, as implementing partners of EU- LACER project, to the AHA Centre

Coordination Meeting of the AHA Centre, OCD NDRRMC Philippines as Chair of the Governing Board 2020, SCDF as Chair of the Governing Board 2021, and the ASEAN Secretariat in Manila, Philippines

Cobra Gold 2020: Third Annual Humanitarian Assistance and Disaster Relief Tabletop Exercise

Visit of Ms. Melissa A. Brown, Chargé d'Affaires, a.i. US Mission to ASEAN, to the AHA Centre

Joint Workshop on Strengthening Multi-Hazard Early Warning Systems and Early Actions in Southeast Asia by WMO, FAO and UN ESCAP in Bangkok, Thailand

Meeting with Mr. Koji Hachiyama, Chief Operating Officer, Director-General of Administration, Personnel & Outreach Department of the Economic Research Institute for ASEAN and East Asia (ERIA)

Visit to the PDRF Emergency Operations Centre in Pampanga, Philippines, and Meeting with PDRF Senior Management Team

VIP Visit of Ms. Christa Rader, UN World Food Programme (WFP) Representative in Indonesia, to the AHA Centre

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February

Trilateral Meeting of the ASEAN Secretariat, the AHA Centre and UN OCHA

ASEAN High-Level Symposium on Disaster Management 2020 at the ASEAN Secretariat

Inauguration of the United Kingdom Mission to ASEAN

VIP Visit of Usec Ricardo B. Jalad, the Executive Director of NDRRC and Administrator of the Office of Civil Defense of the Philippines, to the AHA Centre and BNPB Indonesia

Courtesy Visit of Mr. Mark Mostovac, Deputy Director of Headquarters Coordination, Global Affairs Canada, to the AHA Centre

Crisis Communication Strategy for the ASEAN Secretariat – Issue Mapping Workshop

Feb



Apr

March

Visit of the Asian Disaster Reduction Center (ADRC) to the AHA Centre

3rd Project Steering Committee (PSC) Meeting for the AHA Centre Executive (ACE) Programme

1st Project Steering Committee (PSC) Meeting of the Project for Enhancing the Readiness of Myanmar Government Local Capacity in Providing Humanitarian Assistance to Support the Repatriation Process

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March

ARDEX-20 Referees Training in Manila, Philippines

7th Meeting of the ACDM Working Group on Knowledge and Innovation Management

3rd Project Steering Committee (PSC) Meeting for ICT Phase IV Project

VIP Visit of H.E. Deng Xijun, Ambassador of the People's Republic of China to ASEAN, to the AHA Centre

1st Meeting of the Task Force for the AADMER Work Programme 2021-2025



Coordination Meeting with IFRC, UN OCHA Regional Office for Asia and the Pacific & UN WFP Asia and the Pacific on Response to Disasters during COVID-19

ASEAN Helping ASEAN Beyond Emergency Response – Virtual Handover of 75 Units of Permanent Houses as part of the ASEAN Village to the Local Government of Palu City, Central Sulawesi, Indonesia

Meeting with Dr. Balwant Singh, Executive Director of Sphere - Humanitarian Charter and Minimum Standards in Humanitarian Response

EPWG Meeting: Preparedness for Response in a COVID-19 Environment: Lessons from the Response to Tropical Cyclone Harold

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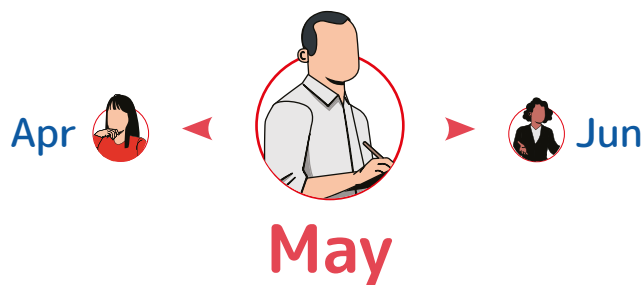
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Humanitarian Country Team- UN
Country Team Meeting

18th Meeting of the ACDM

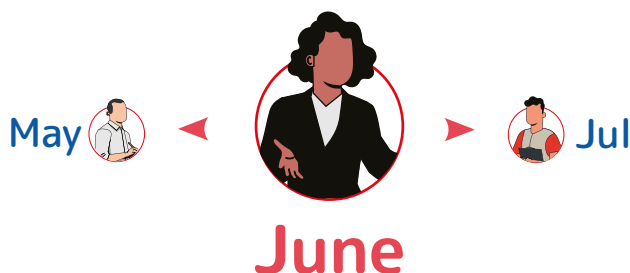
Working Group on Preparedness
and Response

Special Meeting of the Governing
Board of the AHA Centre

UN Partners Coordination Meeting

8th Meeting of the ASEAN-ERAT
Advisory Group

Project Steering Committee Meeting for
the Regional Consultative Group (RCG) on
Humanitarian Civil-Military Coordination
for Asia and the Pacific



Webinar: Towards an ASEAN People-
Centred Approach to COVID-19: The Role,
Response and Scope of Cooperation among
CSO Networks

ECOSOC Humanitarian Affairs
Segment: High-Level Panel on Improving
Humanitarian Effectiveness through New
and Emerging Technology and Innovation:
Opportunities and Challenges

Joint Committee Meeting for the DELSA
Satellite Warehouse in Thailand

15th Coordinating Conference on the
ASEAN Socio-Cultural Community
(ASCC)

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June

Webinar: Living with the Risks of COVID-19: CSOs Closing Ranks for the 36th ASEAN Summit

Webinar: Swedish and Estonian Response to the COVID-19 Pandemic and the Interface with the EU Civil Protection Mechanism (EUCPM)

Jun



Aug

July

2nd Online Task Force Meeting on Zero Draft of the AADMER Work Programme 2021-2025

Briefing by the Secretary- General of ASEAN on the Outcomes of the 36th ASEAN Summit and Related Meetings

Focus Group Discussion of the ASEAN Intergovernmental Commission on Human Rights (AICHR) National Consultation with National-Level Stakeholders

AHA Centre Mid-Term Review Workshop

Webinar: Dealing with a Double Disaster: What Happens When Disaster Strikes During a Pandemic?

Regional Workshop on Building Resilience to Drought in ASEAN

High-Level Coordination Meeting for Myanmar Capacity Building Project

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August

53rd Anniversary of ASEAN

36th Meeting of the ASEAN

Committee on Disaster Management
(ACDM)

12th Meeting of the Governing
Board of the AHA Centre

Seminar on Natural Disaster
Management Involving Militaries from
Several Countries at SESKOAL TNI AU,
Indonesia

Socialisation Workshop for Local
Myanmar ERAT Curriculum
Development

13th Meeting of the Joint Task Force
on HADR

RSIS-AHA Centre World
Humanitarian Day Webinar on
Humanitarian Assistance in Southeast
Asia during COVID-19

Focus Group Discussion for Study
on Institutional and Regulatory
Readiness in Supporting Disaster
Management Policy, Ministry of
National Development Planning of
the Republic of Indonesia



September

IFRC Virtual Climate Summit –
Climate: RED High Level Panel
Discussion on Scaling Up Anticipatory
Humanitarian Action – More. Better.
Together

Trilateral Meeting of the ASEAN
Secretariat, the AHA Centre and
UN OCHA

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September

ACE Webinar Series on Rethinking Humanitarian Logistics		
		1 st AHA Centre Information Management Network (AIM-Net) Webinar
Meeting of the Technical Working Group on the AHA Centre's Future Strategic Direction		
		9 th Meeting of the ACDM Working Group on Risk Assessment and Awareness (WG on RAA)
Consultation Meeting with ACDM WG on RAA for the Development of the AADMER Work Programme 2021-2025		
		5 th Project Steering Committee Meeting for the Disaster Emergency Logistics System for ASEAN (DELSA) Phase II Project
Launch of the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) Project		
		19 th Meeting of the ACDM Working Group on Preparedness and Response
11 th Meeting of Technical Working Group on Civil-Military Coordination		
		2 nd Consultation Meeting with ACDM Working Group on Preparedness and Response for AADMER Work Programme 2021 – 2025
2 nd Consultation Meeting with ACDM Working Group on Recovery for AADMER Work Programme 2021 – 2025		
		Consultation Meeting with ACDM Working Group on Prevention and Mitigation for AADMER Work Programme 2021 – 2025
ASEAN Humanitarian Civil-Military Coordination Webinar 2020		
		8 th Meeting of ACDM WG on Knowledge and Innovation Management and the 2 nd AADMER Work Programme Consultative Meeting

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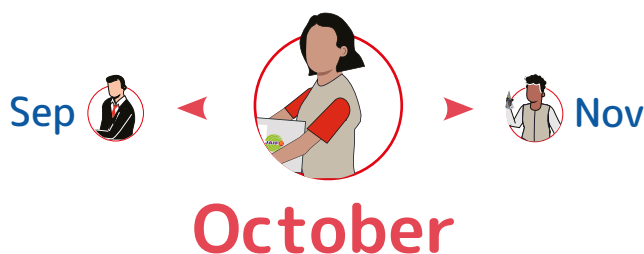
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Validation Workshop of the LACER Project Capacity Needs Assessment

4th Project Steering Committee (PSC) Meeting for ICT Phase IV Project

3rd Meeting of the Task Force on the Development of the AADMER Work Programme 2021 – 2025

Asian Institute of Management (AIM) Knowledge Sharing Series: How Do We Govern Disaster Risk in a VUCA World?

International Day for Disaster Risk Reduction and ASEAN Day for Disaster Management

AHA Centre Executive Briefing on the Effect of Multiple Storms in Viet Nam, Cambodia and Lao PDR

2nd Task Force Meeting on the Development of AADMER Work Programme Monitoring and Evaluation System

4th Forum of Entities Associated with ASEAN

Asian Conference on Disaster Reduction 2020

Online Workshop on Developing Guidelines and Common Standards of Smart Notification System for Natural Disasters

ACE Webinar Series: Measuring Outcomes for Disaster Response, Coordination and Management

UNHCR eCentre Virtual Security Risk Management Training

Meeting of the Budget Committee of the AHA Centre Governing Board

Technical Working Group on the Implementation of the Preliminary Needs Assessment for Repatriation in Rakhine State, Myanmar

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October

ASEAN Senior Executive Programme
on Disaster Management (SEPDM)

Communicating with Disaster
Affected Communities (CDAC)
Network 2020 Online Public
Forum: Accountability in the Age of
Algorithm: Championing Pathways to
Inclusion in Tech-Driven Futures



Courtesy Call by the Changi RHCC
Director (COL Melvin Tan) and
Deputy Director (LTC Tan Cher Wee
Jason)

2nd Visibility Workshop for
EU-funded Projects - Traditional
Media and Webinar Tips

AHA Centre Executive Briefing on
Super Typhoon Goni (Rolly) in the
Philippines

UN OCHA Briefing on Southeast Asia
Flooding and Typhoon Goni (Rolly)

2nd Project Steering Committee (PSC)
Meeting of the Project for Enhancing
the Readiness of Myanmar Government
Local Capacity in Providing Humanitarian
Assistance to Support the Repatriation
Process

IFRC Focus Group Discussion
on Localisation of Humanitarian
Response

ASEAN-ERAT Coffee Chat Session

Introductory Call with
H.E. Will Nankervis, Ambassador of
Australian Mission to ASEAN

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November

- 9th Anniversary of the AHA Centre
- ACE Webinar Series on Humanitarian Diplomacy
- AHA Centre's 9th Anniversary Partnership Forum
- 37th Meeting of the ASEAN Committee on Disaster Management (ACDM)
- 14th Meeting of the Joint Task Force on HADR
- 8th Ministerial Meeting on Disaster Management (AMMDM) and 9th Meeting of the Conference of the Parties (COP) to the ASEAN Agreement on Disaster Management and Emergency Response (AADMER)
- Asia-Pacific Dialogue Platform on Anticipatory Humanitarian Action
- Public Launch of the ARMOR 2nd Edition and ARMOR Webinar Series
- Online Book Launch and Panel Discussion: ASEAN - EU Partnership: The Untold Story
- 13th Meeting of the Governing Board of the AHA Centre

Nov



December

- Curriculum Development Workshop on Myanmar Local Capacity Building Programme
- 1st Meeting of the Project Steering Committee for the Integrated Programme in Enhancing the Capacity of the AHA Centre and ASEAN Emergency Response Mechanism (EU-SAHA) and Leveraging ASEAN Capacities for Emergency Response (LACER) Projects

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December

Webinar on Reinforcing Humanitarian Collaboration in Asia Pacific and Beyond, organised by HELP Logistics

1st Meeting of the Technical Working Group on Protection, Gender and Inclusion (TWG on PGI)

ASEAN Symposium on ASCC Blueprint 2025

Briefing for the Philippine General Command and Staff College

2nd ASEAN-ERAT Coffee Chat on "The Role of ASEAN-ERAT in the Future"

APG Webinar on Responding to Disasters in the "New Normal": What Recent Responses in Asia Teach Us?

ASEAN Centre for Biodiversity (ACB) Webinar on Biodiversity and Building Resilience to the Impacts of Climate Change: ASEAN Perspectives

6th Regional Consultative Group Online Session

Trilateral Meeting of the ASEAN Secretariat, the AHA Centre and UN OCHA

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FOUNDING PARENTS

The AHA Centre would not be able to operate without the ongoing support and guidance of all ten ASEAN Member States – and this was no different in 2020. The Governing Board of the AHA Centre was chaired strongly by the Philippines, and all of the organisation’s Founding Parents continued to be valuable leaders and partners in all aspects of the AHA Centre’s work.



ACDM Focal Point Mailing List

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[http://
phongchongthientai.
mard.gov.vn/en/
Pages/home.aspx](http://phongchongthientai.mard.gov.vn/en/Pages/home.aspx)





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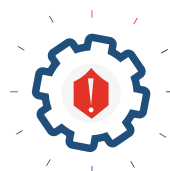
MOVING FORWARD

Moving into 2021 and beyond, there understandably remains significant challenges and limitations related to the global pandemic. However, what is clear is that disaster will not wait, and the increasing impacts of climate change and other contexts require the AHA Centre to continue to step-up and lead the region in managing the onset of disasters. The AHA Centre Work Plan 2025 stands as the organisation's vehicle to further the overall AADMER Work Programme 2021-2025 – a plan that was endorsed by the ASEAN Committee on Disaster Management (ACDM) in November 2020. Accordingly, under the AADMER Work Programme 2021-2025, the ACDM has assigned 25 out of 30 outcomes and 71 out of 117 outputs to the AHA Centre.



Risk Assessment and Monitoring

Delivering outcomes related to disaster risk assessment in the ASEAN region, the AHA Centre will engage in the study of potential new and increasingly multi-layered, multi-hazard disaster risk scenarios to support preparedness and planning in the region. Research and innovation will also be a key focus, and the AHA Centre will be developing an ASEAN Disaster Information Laboratory for disaster risk assessment. Elements such as utilisation of big data and predictive analysis will be further enhanced, and integrated within current AHA Centre tools and platforms for assessing disaster risk. The AIM-Net project implementation will continue to enhance information coordination and cooperation between the AHA Centre and ASEAN Member States, and ensure strengthened Emergency Operation Centre capacities and practices by integrating better use of big data and artificial intelligence for disaster monitoring in the ASEAN region.



Prevention and Mitigation

Supporting the region to prevent and mitigate disaster will require an ever-increasing focus from the AHA Centre, particularly as the region continues to feel the effects of a changing climate. The AHA Centre will work and coordinate heavily towards mitigation and prevention efforts from global down to community levels, and do so in a way that recognises the importance of the early interventions and understanding required. The organisation aims to establish an online repository and e-learning management platform, that will support knowledge management related to climate change impact on disasters in the ASEAN region. Such efforts as the publication of the ASEAN Risk Monitor and Disaster Management Review (ARMOR) will be expanded and utilised to promote social inclusion in disaster management, and facilitate better governance through risk-informed and evidence-based policy and decision-making across the region.



Preparedness and Response

Anticipatory action will become a larger part of ASEAN disaster management, as the AHA Centre plans to undertake activities such as pre-disaster anticipatory actions grounded on forecast-based impact analysis. Such work will then be included in knowledge sharing among ASEAN Member States, to further enable anticipatory actions at more localised levels. ICT will also be a key focus, as the Centre plans to establish an ASEAN Emergency Telecommunication Network, and also utilise technology such as artificial intelligence to enhance data-driven decision-making during responses. DELSA logistics will also be expanded in the coming years, through the development of a digital logistics dashboard suite to support end-to-end humanitarian logistics, as well as updates to logistics roadmaps. Specialisation of ASEAN's disaster management human resources in the ASEAN-ERAT programme will be further improved, and strengthening ASEAN-ERAT capacities at national level will support better national and local disaster response outcomes.



Resilient Recovery

The AHA Centre's move into disaster recovery also forms an area of focus for the upcoming years, as the organisation aims to build upon recent work, and explore new opportunities and ideas for supporting ASEAN communities to recover and rebuild after disaster strikes. The AHA Centre's first engagement in the recovery sphere – the ASEAN Village in Palu, Sulawesi – will be utilised to gather and disseminate lessons learned and best practices for future engagements in the region. Recovery will also be integrated more heavily into training and learning curriculums that will focus on an array of recovery elements, including pre-disaster recovery planning and post-disaster needs assessments, and utilising advanced technologies – such as satellite and drone-generated data – to further enhance post-disaster needs assessments on the ground. Ensuring an increase in understanding and skills within this disaster management facet will create increased capacity for ASEAN disaster managers to support their communities, and more resilient communities recovering from the effects of disaster.



Global Leadership

The AHA Centre plans to take the next step to realise the vision of ASEAN as a global leader in disaster management, and will do so by further developing e-learning strategies and platforms to ensure wider reach and engagement – building on the online platform experience that came about during the pandemic in 2020. To increase ASEAN’s standing as a global leader in disaster management, the AHA Centre team is preparing to broaden its horizons and engagements within and outside the sector. It will promote innovations outside of disaster management circles, develop communities of practice through existing and potential networks, and continue to elevate the disaster leadership skills of ASEAN Member States. Work will continue towards the standardisation and certification of ASEAN disaster management professionals, and the organisation will further bridge gaps and networks between science and decision making in the disaster management field.



Corporate and Governance

The AHA Centre must also focus heavily towards its own internal governance in the coming years if it is to realise these significant regional and global disaster management outcomes. The organisation will continue its work to become a smarter, greener, and more efficient and effective organisation, with particular focus to internal information and knowledge management processes and systems. The AHA Centre also remains committed and engaged to continue improving its own integrity, transparency, and accountability, and will do this through both external and integrated methods. Learning from 2020, the AHA Centre is more than ever committed to developing a workforce that is highly professional, agile and dynamic, and therefore ready to take on the complex challenges of disaster management in the region. This works to ensure that the AHA Centre itself holds the internal capacity and the skills required to contribute to the ASEAN vision of becoming a global leader in disaster management.



10-Year Anniversary

In the upcoming months, the AHA Centre will also celebrate its 10-year anniversary since the organisation was established in November 2011. While the format of the celebration will depend on the pandemic situation, there are numerous events that will form the anniversary celebrations – which will be named A Decade of Action: From Inception to Transformation. A significant array of knowledge exchange activities will take place, including the Humanitarian Emergency and Logistics Innovation Expo or HELIX, the publication of knowledge products capturing the Centre's experience in its first decade, the launch of the 3rd Edition of ARMOR, podcasts and discussions related to disaster management in the region, and the re-launch of the updated ADliNet. A partnership forum and other events will also be implemented, as will a site visit to and official launch of the ASEAN Village in Palu, Central Sulawesi. Videos and virtual tours are being developed, and a 'family gathering' of AHA Centre founders, as well as staff past and present, will round out the ceremonies to celebrate 10 years of coordinating disasters across the ASEAN region.



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The AHA Centre Team



Office of Executive
Director



Corporate Affairs
Division



Operations

While 2020 operations were significantly limited in many ways, the AHA Centre still managed to grow and expand its team, with 48 staff joining the organisation throughout the year. New positions included specific technical staff for projects such as EU-SAHA and ASCEND as well as maintaining DELSA National Logistics Officers supporting satellite warehouses in the Philippines and Thailand.

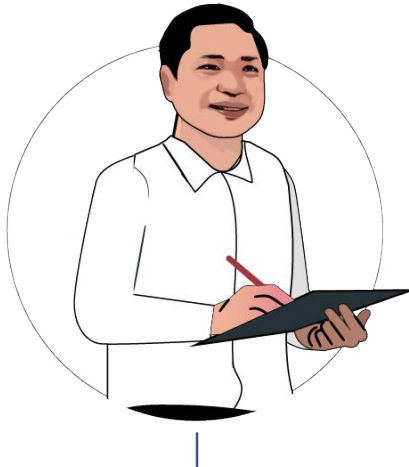
Office of Executive Director



Adelina Dwi Ekawati Kamal
Executive Director



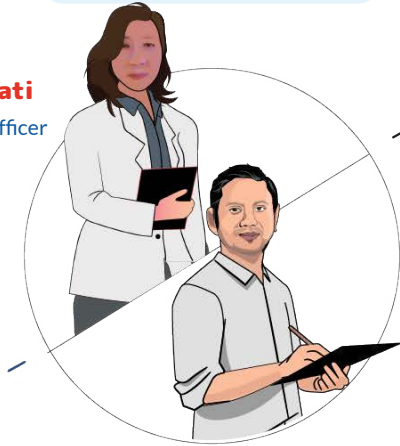
Rizal Moh Basri
Executive Assistant



Arnel Capule Capili
Deputy Executive Director

Communications

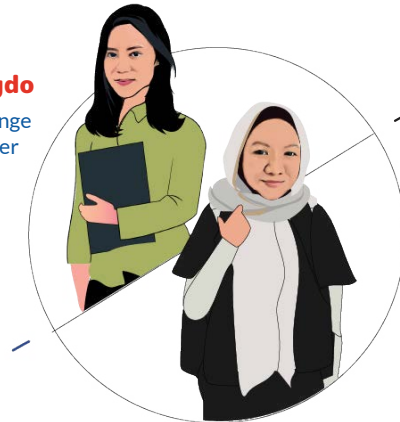
Ina Rachmawati
Communications Officer



Moch Syifa
Communications Officer
(EU-SAHA)

Knowledge & Change Management

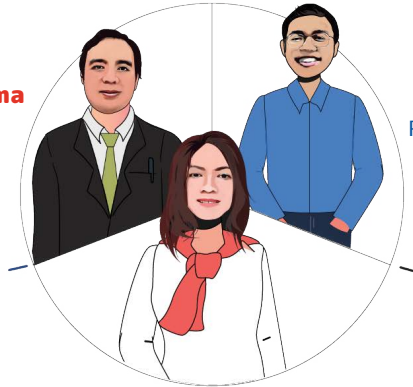
Caroline Widagdo
Knowledge and Change
Management Officer
(EU-SAHA)



Merry Rismayani
Knowledge and Change
Management Officer

Resource Mobilisation

Dipo Djundjungan Summa
Resource Mobilisation
Manager



Ilham Nugraha
Resource Mobilisation Officer
(EU-SAHA)

Yuniarti Wahyuningtyas
Project Development Officer (EU-SAHA)

ASCEND

Haura Sekar Mayang
ASCEND Project Assistant



Agnes Ade Ririn Dwi Haryani
ASCEND Project Officer

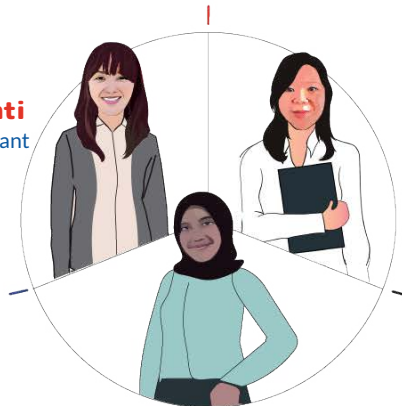
**Andrew Mardanugraha
Subakti**
ASCEND Coordinator

Corporate Affairs Division



Somsanith Ninthavong
Corporate Affairs Director

HR & Administration



Fitri P. Shintarianti
Human Resources Assistant
(EU-SAHA)

Metta Anggraini
Human Resources and
Administration Officer

Rafiah Hasan
Administrative Assistant

Finance

**Benedikta Anindya
Prajna Paramita**

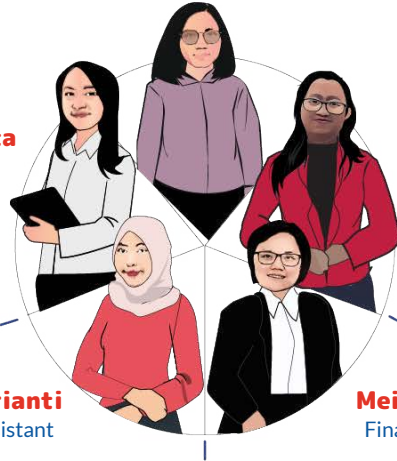
Finance Officer (EU-SAHA)

Bella Damara Dita
ASCEND Finance
Assistant

Linn Maw
Finance and
Administration Officer

Novika Arianti
Finance Assistant

Meiliany Susanto
Finance Coordinator



Susilawaty Manalu

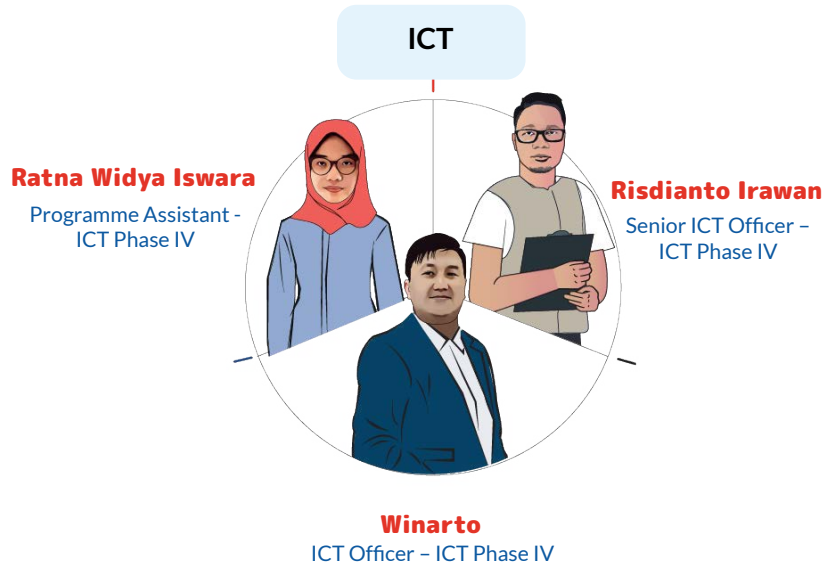
ACE Finance Officer

Rani Rahmania
Procurement Officer
(EU-SAHA)

Wanri Openhard Naibaho
Finance Officer



Yeny Susilowati
DELSA Finance Officer



Operations



Siva Balan Subramanyam
Director of Operations

ASEAN-ERAT

Madiatri Anatasia Silalahi

ASEAN-ERAT Monitoring and
Evaluation Officer

Anggaripeni Mustikasiwi

ASEAN-ERAT Training Officer

Rivatus Sovia

ASEAN-ERAT Training Assistant

Sulastri

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Assistant

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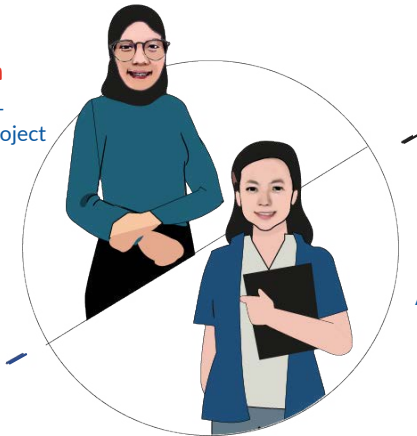
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TRANSFORMATION **THROUGH** **ADVERSITY**

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