



ONE ASEAN
ONE RESPONSE

**A H A C E N T R E
E X E C U T I V E
(A C E)**

P R O G R A M M E

5



**The AHA Centre
Knowledge Series Book #5**

AHA Centre Executive (ACE) Programme

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This book highlights the journey of the AHA Centre Executive (ACE) Programme as a fulfilment of ASEAN's need to develop its institutional capacity in disaster management.

The AHA Centre Knowledge Series

Book #5

AHA CENTRE EXECUTIVE (ACE) PROGRAMME

Preparing the Future Leaders of Disaster Management in ASEAN

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Management Organisations of ASEAN
Member States

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**PREPARING THE FUTURE LEADERS OF
DISASTER MANAGEMENT IN ASEAN**

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H.E. WILLEM RAMPANGILEI

Chief of BNPB
National Disaster Management Authority of Indonesia

FOREWORD

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



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

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

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

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

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



MR. SAID FAISAL

Executive Director
ASEAN Coordinating Centre for Humanitarian
Assistance on disaster management



ONE ASEAN ONE RESPONSE

FOREWORD

From the Executive Director of the AHA Centre

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

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

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

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

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

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

**ABOUT
SOUTHEAST
ASIA**

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

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

ABOUT ASEAN

THE ASSOCIATION of Southeast Asian Nations, or ASEAN, was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

The aims and purposes of ASEAN are:

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

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

ABOUT AADMER

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

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

**ABOUT THE
ACDM &
GOVERNING
BOARD OF
THE AHA
CENTRE**

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

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

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

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

ABOUT THE AHA CENTRE

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

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

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

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

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

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

1

BACKGROUND





ASEAN Member States make a strong commitment to work together on managing disasters as one united region, particularly due to the region being one of the most disaster-prone in the world. As has been the case across the globe, ASEAN has faced continuous increases in the extremity of disasters throughout recent years, particularly as a result of climate change. ASEAN Member States' collaboration and commitment on disaster management was clarified and strengthened in a document known as the ASEAN Agreement on Disaster Management and Emergency Response (AADMER), originally signed in 2005, and ratified by all Member States in 2009.

By agreeing to the AADMER framework, Member States thereby agreed to the establishment of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management, or the AHA Centre. The AHA Centre's primary role is to facilitate cooperation and coordination on managing disasters amongst the 10 ASEAN Member States, alongside other key regional and international organisations. The AHA Centre was formally established on 17 November 2011, with the signing of the Agreement on the Establishment of the AHA Centre taking place at the 19th ASEAN Summit in Bali, Indonesia.

The AHA Centre Headquarters based its location close-by that of the ASEAN Secretariat in Jakarta, Indonesia. Originally, the AHA Centre was situated at the Agency for the Assessment and Application of Technology (BPPT) Building in Central Jakarta. Most recently, beginning in January 2017, the AHA Centre would move to its new home in the Indonesian National Authority for Disaster Management (BNPB) building in East Jakarta. This new office houses a state-of-the-art Emergency Operations Centre (EOC), is equipped with the latest Information and Communication Technology (ICT), and acts as the "nerve centre" for coordination between the AHA Centre and ASEAN Member States.



REGIONAL STOCKPILE OF RELIEF ITEMS

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

After the establishment of the AHA Centre, the need to develop a regional stockpile of relief items became clear. Such a stockpile would be available to ASEAN Member States should disaster strike, and strengthen the AHA Centre's capacity and ability to facilitate and coordinate disaster response within the region. This stockpile became a priority, as it could be the key between life and death for ASEAN communities affected by natural disaster. While individual nations may have a local stockpile of items prepared should disaster strike, larger-scale disasters often cause such stockpiles to diminish quickly, with many difficulties related to replenishment within short timeframes. Hence the development of a regional stockpile, allowing ASEAN nations to unite as one and support one another at times of disaster; an action clearly stated within the AADMER agreement.

On 6 - 7 December 2011 in Malaysia, the ASEAN Committee on Disaster Management (ACDM) held a workshop entitled "The AHA Centre Regional Workshop: Establishment of a Disaster Emergency Logistic System for ASEAN", with the aim to discuss and develop a proposal for the Government of Japan, as the funding source, related to the stockpile idea. Within this proposal, it was suggested that the stockpile would be stored at the United Nations Humanitarian Response Depot (UNHRD) in Subang, Malaysia, which was determined as the stand-out option due to its strategic location within ASEAN, alongside the fact it is managed by the leading global logistics agency, the UN World Food Programme (WFP). This new and bold project was named the Disaster Emergency Logistic System for ASEAN, or DELSA Project.

JUNIOR ATTACHMENT PROGRAMME

As one main objective within the overall DELSA project, the ACDM identified the need to develop ASEAN institutional capacity building mechanisms, particularly related to DELSA operations in the future. This specific capacity development objective proposed the design of a programme, implemented through the AHA Centre, aimed at increasing coordination and connection between ASEAN Member States before, during and after the advent of natural disaster. Alongside this, such a programme would also allow the

AHA Centre to communicate, promote and engage in the use of a range of mechanisms, standards and procedures it was developing as part of the overall united ASEAN emergency management movement. This forum would also allow increased engagement, input and understanding among the Member State representatives who would be the programme's beneficiaries, fostering an increase in opportunities for Member States to work collectively and appropriately together in the face of future disasters.

The Junior Attachment Programme formed the outcome that was highlighted to address this important identified need. It was proposed that two junior officers from each Member State's National Disaster Management Office (NDMO) would be "attached" to the AHA Centre every year, during which time they would receive on-the-job experience, trained by various disaster management experts, undertake field visits, and share important information about each NDMO's standards and requirements, both with the AHA Centre and between each other. This would not only support the AHA Centre to fulfil its coordinating role during disasters, but would also inherently increase understanding and cooperation amongst Member States themselves. The initial programme was to be implemented throughout three years, with the expectation that up to 60 ASEAN "champions" in disaster management would be trained by the end of 2015.

SUPPORT FROM A DIALOGUE PARTNER

The Government of Japan, represented by H.E. Mr. Taro Aso, Minister for Foreign Affairs of Japan, and H.E. Datuk Marzuki Mohammad Noor, Ambassador for Malaysia to Japan (as the representative of all 10 ASEAN Member States), agreed to establish Japan-ASEAN Integration Fund (JAIF) in 2006. The Government of Japan, as one of ASEAN Dialogue Partners, through JAIF, pledged 7.5 billion Yen (approximately USD66 million) to support the strengthening of the Japan-ASEAN relationship, and the integration of ASEAN Community by 2020.

Having endured many natural disasters throughout its history, including earthquakes, floods, tsunamis, and volcano eruptions, Japan also offers valuable experience in mitigating and managing disaster. The Japan Earthquake – Tsunami in 2011, for example, was one of the largest earthquakes ever to strike the country, triggering a tsunami that took the lives of 20,000 people, and damaged a range of vital infrastructure including several nuclear reactors. As a result of such experiences, Japan has shown interest in supporting ASEAN to strengthen its own capacity to manage disasters, as well as to engage in crucial shared learning exercises between the parties.

Through JAIF, the Government of Japan has provided the AHA Centre itself with critical and strategic funding of more than USD24 million since 2011, with such support implemented even before the Agreement on the Establishment of the AHA Centre was finalised. One of the initial engagements with the AHA Centre was through the development of the ICT project, which has provided the AHA Centre with technological equipment and capacity to monitor, report and manage disasters within the region and internationally. Alongside this, JAIF was highly interested in supporting the DELSA Project, and involved in the establishment and management of the Junior Attachment Programme, since its beginning.



In line with the Sendai Initiative, Japan continues to collaborate with the AHA Centre, especially in the area of strengthening regional capacities in preparing for and responding to disasters... Among those cooperation projects between the AHA Centre and Japan, the ACE Programme is particularly focused on capacity building for professionals from NDMOs of ASEAN Member States. Following the footsteps of the graduates, we hope that the graduates will also make good use of the knowledge and experiences acquired through the programme to play a leading role in their own NDMOs and to act as a foundation for building a regional network for disaster management.

- H.E. Kazuo Sunaga

Ambassador of Japan to ASEAN



THE ESTABLISHMENT OF THE AHA CENTRE EXECUTIVE PROGRAMME (ACE PROGRAMME)

Image on left page: The Third Project Steering Committee Meeting in Putrajaya, Malaysia, September 2013 endorses the decision to commence the first batch of ACE Programme in January 2014

The finalised proposal for the DELSA Project, first developed in 2011, was then approved by the Government of Japan in July 2012, and was to be implemented by the AHA Centre with strong input and support from ASEAN Member States and JAIF. It was in July 2013, however, that the Terms of Reference (ToR) for the “AHA Centre Executive Programme” (ACE Programme), previously proposed to be named “Junior Attachment Programme”, were finalised.

The entire consultation process involved Japan Mission to ASEAN, the AHA Centre, ASEAN Secretariat, JAIF Management Team, the ACDM Preparedness and Response Working Group and the ACDM. Planning was undertaken through formal and informal consultations, particularly focused on curriculum design, the programme name, programme duration and selection of participants. The ACE Programme was intentionally designed to fulfil the needs of each ASEAN Member State, as well as of ASEAN as a region.

The name of the programme was changed from “Junior Attachment Programme” to “AHA Centre Executive Programme” in line with ASEAN Member States’ wishes to ensure that the programme aimed not only towards “junior” staff from NDMOs of ASEAN Member States, but would eventually include staff from more advanced positions. Alongside this, the programme objective was not only to “attach” said individuals to the AHA Centre through on-the-job training, but also aimed to equip them with a wider range of knowledge, skills and experiences that could develop them into high-quality future leaders of ASEAN disaster management. Such knowledge, skills and experiences were proposed to be gained from organisations and partners, outside of just the AHA Centre, who are the leaders in their respected areas of expertise.

The DELSA Project covers three primary components, namely Emergency Stockpile, Institutional Capacity Development and Communication and Awareness. Under the DELSA Project, ACE Programme would be funded for three consecutive years (between 2014 and 2016), with each ‘batch’ of participants engaged for continuous six-month period, rather than an entire year as previously proposed. This change was due to challenges related to capacity of Member States to release personnel for a whole year, based on the requirements of their roles within their NDMO, and also due to limitations regarding NDMO manpower and resources. On 29 July 2013, the ToR document for the ACE Programme was approved, and the AHA Centre sent out the first ACE Programme invitation letters to the Member States’ NDMOs.



Disasters have increasingly become major threat to the Southeast Asian region. ASEAN Member States must prepare their personnel to be able to cope with all kinds of disasters at all times. The ACE Programme is certainly one of the initiatives to train and produce effective managers and future leaders in disaster risk reduction and management in ASEAN and beyond.

- H.E. Alicia dela Rosa Bala

Former Deputy Secretary-General of ASEAN, ASEAN Socio-Cultural Community
(2012-2015)

2

THE AHA CENTRE EXECUTIVE PROGRAMME





WHY IT MATTERS: PROGRAMME OBJECTIVES

Image on left page: Opening Ceremony of the 1st Batch of the ACE Programme on 15 January 2014

The ACE Programme forms the primary designated mechanism to build the capacity of future ASEAN leaders in disaster management. It was imperative that the programme was designed and developed to allow officers from Member States' NDMOs to improve their skills in managing disasters through extensive, immersion-based or on-the-job training with the AHA Centre, to acquire professional experience in regional and international coordination, as well as to form and strengthen strong bonds among themselves as part of the wider ASEAN Community.

The strengthening of relationships among ACE Programme participants and between NDMOs is something that cannot be underestimated. It has been, so far, one of the key successes of the programme, with a notable influence on ASEAN Member States' NDMOs visibly working more closely together in managing disasters, both between Member States directly and with the AHA Centre. Japan, as the funding source, has also been closely engaged since the beginning of the programme, ensuring that the process goes smoothly for all parties involved.

Between 2014 and 2016, the ACE Programme engaged a total of 45 officers from eight ASEAN Member States through the conduct of three batches of ACE Programme, with a total of 3,076 hours of training across the batches. It has successfully partnered with disaster management agencies and organisations, both from within the ASEAN region and across the world, forming one of the most successful leadership capacity development programmes implemented in ASEAN to date, as stated in Brookings Institution Report:

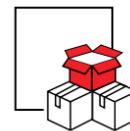


“The ACE program seems to be an interesting hybrid case that both aims to directly equip NDMOs and also to develop intra-ASEAN capacities. Certainly, one of the most interesting features of the ACE program is that NDMO professionals from all ASEAN countries participate in the program for half a year, during which time they also work at the AHA Centre. As a result, participants develop strong relationships and networks with ASEAN disaster managers and their counterparts from other NDMOs. During the program, they also learn about the DRM systems of the other ASEAN countries as well as about ASEAN’s systems work, which is very useful in helping to improve regional DRM integration once they have returned to their posts.”

“Strengthening Regional and National Capacity for Disaster Risk Management: The Case of ASEAN”; Brookings Institution; 2014

The ACE Programme was originally designed to be innovative, adaptive and constructive; a programme that listens to the needs of the Member States, and captures the ongoing development related to disaster management that occurs within the region and the wider world. It was not intended to perform a single function without change; on the contrary, it aims to continue to improve and evolve as it matures through new experiences and learnings.

THE IMMEDIATE OBJECTIVES OF THE ACE PROGRAMME ARE AS FOLLOWS:



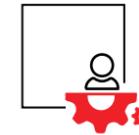
To address and provide the need for the officers to master various aspects relating to ASEAN’s disaster management preparedness and response through the AHA Centre-led intra-regional coordination mechanism;



To introduce the officers to the logistic activities and scope of work of the AHA Centre and involve them in a series of technical training, on the job training and special projects within the ASEAN’s logistic system framework;



To build and strengthen networks and connectivity among ASEAN Member States through the officers during the programme as well as post programme;



To provide technical support to the AHA Centre for its day-to-day activities as well as activities and projects conducted by the AHA Centre;



To provide a regional and international environment in which the officers can enrich their understanding, enhance experience and skills in learning, and create a sense of regionalism and cooperation among the officers to build a strong foundation for the officers to become the future leaders of ASEAN on disaster management.

PROGRAMME STRUCTURE AND MANAGEMENT

The ACE Programme is part of the DELSA Project. The ACDM oversees the overall implementation of the DELSA Project, while a Steering Committee monitors and provides strategic guidance to the AHA Centre, who is the coordinator and main implementing agency of the project. The DELSA Project Steering Committee consists of Co-Chairs from the ACDM Working Group on Preparedness and Response, as well as representatives from the AHA Centre, ASEAN Secretariat, Mission of Japan to ASEAN and JAIF Management Team.



Image on left page: The 8th DELSA Project Steering Committee Meeting held in Singapore in 2016, is co-chaired by Singapore and Malaysia and attended by representatives from Japan Mission to ASEAN, Japan-ASEAN Integration Fund, ASEAN Secretariat and the AHA Centre

“

With the leadership of the ASEAN Committee for Disaster Management, the ASEAN region has made great strides towards a unified, cooperative approach to disaster management. Having a group of early to mid-career disaster managers from around the region spend six months living and training together will ensure that the cooperation continues far in to the future.

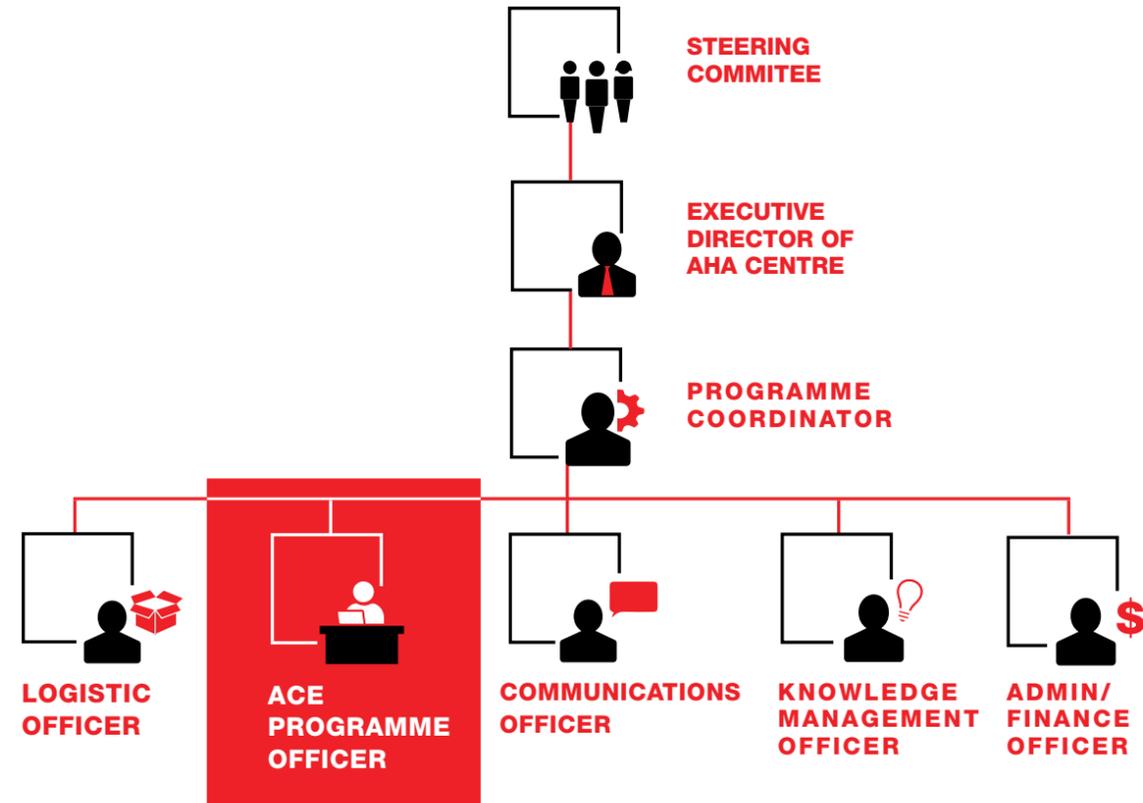
- Margaret Olson

Emergency Management Specialist Forest Service, International Programs Office of the Chief Disaster Management Program

In order for the AHA Centre to smoothly implement the DELSA Project, a Project Management Team (PMT) was assembled. This team consists of selected professionals; experts in their respected fields at regional and international levels. The ACE Programme is managed by a specific Officer for ACE Programme, with strong support and cooperation from the overall AHA Centre management and team members. The Officer for ACE Programme is designated to an individual with excellent coordination skills, extensive experience in developing training/education curriculum and programmes, as well as a real commitment and passion for developing and uniting a strong ASEAN region.

The Organogram for the DELSA Project Management Team is shown below:

THE ORGANOGRAM FOR THE DELSA PROJECT MANAGEMENT TEAM IS SHOWN BELOW:



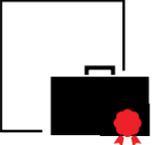
Having a strong commitment to working with people and taking care of others would form another priority characteristic of the ACE Programme Officer's role. Leaving one's home country for six consecutive months could be quite challenging for ACE Programme participants, and they would require strong and sincere support if faced with challenges, difficulties or confusion while on the programme. The ACE Programme Officer should therefore be someone who would pay attention to participants' needs and group dynamic, as to ensure any avoidable barriers to learning could be mitigated or managed immediately.

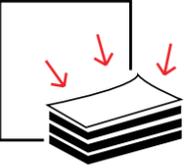
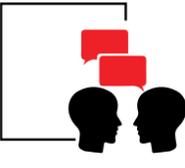
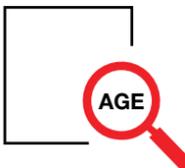
SELECTION PROCESS

The selection process for participants of ACE Programme has not undergone a great deal of change since the first batch was initially engaged in 2014.

The AHA Centre starts by sending invitation letters to NDMOs some weeks before a new batch is due to be selected, providing NDMOs with detailed information regarding the programme. The criteria for candidates, and requirements to join programme are also stated within the invitation letter, and particular focus is provided to encouraging women to apply.

In order to be considered for the programme, candidates must at least fulfil the following criteria:

1.  Bachelor degree in relevant subjects. Candidate with a Master's degree will be an advantage;
2.  Good command of written and spoken English;
3.  At least 3 (three) years of relevant work experience;
4.  Good understanding of disaster emergency preparedness and response;

- 5.  Sound understanding of the regional knowledge, relevant information on disaster management issues;
- 6.  Personal qualities such as leadership, initiative, adaptability and sound judgment;
- 7.  Ability to work under pressure;
- 8.  Ability to adapt to new environments, and to establish and maintain good working relations with individuals of different cultural backgrounds;
- 9.  Good computer skills;
- 10.  It is expected that applicants should be no longer than 32 years-old. However, should there be no qualified candidate within the required age and/or based on special consideration of the sending country, the applicants up to 40 years-old can also be considered and selected during the selection process to join the programme.

Upon receiving the invitation letter, each NDMO from each ASEAN Member State would nominate several of its officers who displayed the potential to be ASEAN leaders on disaster management in their country. Each NDMO has the liberty to conduct their own screening process on potential candidates and to nominate the final candidates for ACE Programme, as the AHA Centre trusts the internal process of each NDMO to do so. The names of these candidates were then sent to the AHA Centre in the form of a reply to the original invitation letter.

The AHA Centre and designated representative of the respective NDMO would then discuss which candidates could join the programme, with up to two officers from each NDMO able to join in each batch. When an agreement is reached on the final participant or participants from each Member State, the AHA Centre then would send confirmation and acceptance letter to finalise the process. All participants then fly to Jakarta, Indonesia, to commence the programme that runs for six consecutive months.

The ACE Programme covers allowances and expenses related to all living arrangements and training, while the NDMOs continued supporting the monthly salaries of the participants for the six months they would be working alongside the AHA Centre on the ACE Programme.



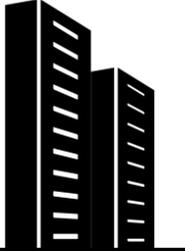
THE FOUNDATION: PROGRAMME CURRICULUM

Curriculum development was not something that the AHA Centre undertook on its own, as it consulted with a variety of stakeholders, including the 10 Member States through the DELSA Project Steering Committee, with the ACDM Preparedness and Response Working Group, and later receiving approval from the ACDM. As the ACE Programme originally aimed to strengthen the logistics capability of ASEAN, the initial curriculum was particularly focused towards the emergency response element of disaster management, which includes logistical management processes. As time goes on, taking into account that the ACE Programme has grown to include other aspects of disaster management, the curriculum will continue to be adjusted accordingly.

The programme curriculum was designed through combining both technical skills and soft skills. Soft skills in particular were identified as an important element that must be embedded throughout the programme, as successful disaster management often hinges on the use of such soft skills. In this context, leaders are required to not only hold the technical competency to manage disasters, but also be well-balanced individuals with high communication skills, ability to present and evidence ideas with clarity, and overall work effectively with a range of different people and personalities. The curriculum also combined various modes of learning to maximise understanding. Such methods included, amongst others, indoor, outdoor, simulations, on-the-job training, workshops, project assignments, table-top and field exercises.

The duration of the programme is also key. Six months' continuous learning and living together is imperative, as the foundation of the programme is not only technical but also focused on the strong bonds between graduates, with the aim to strengthen networks and personal relations. These personal relationships are important, as they develop trust and understanding between graduates, which can be incredibly valuable when actual disasters occur. The six-months period of training is unique to the ACE Programme, alongside the fact that it is the only ASEAN regional programme specifically offered to the NDMOs of the ASEAN Member States. Initially, the programme was designed for one year because other than strengthen the bonds, this will also create opportunity to support the AHA Centre on day-to-day basis. However, as one year is quite a long period of time, the AHA Centre agreed to the six-month timeframe, stating that it should not decrease further as it will lose its uniqueness, strength and value proposition.

The ACE Programme designates a notable amount of time within its curriculum for the participants to visit areas outside of ASEAN, such as Japan and New Zealand. This allows participants to learn from disaster management experts and practitioners from different continents, as well as to experience directly how those countries manage disasters. Some of these learnings are definitely applicable within their home countries, while also allowing a stronger network of partnerships with disaster management experts and practitioners outside the ASEAN region. For example, the first three batches of the ACE Programme undertook visits to Japan as part of the curriculum. Japan is one of the key destinations to learn about disaster management, due to its success in incorporating disaster management into the everyday lives of its citizens, as a result of the many disasters the country has experienced.




500 hours
Core Programme:
WORKING AT THE AHA CENTRE

PROGRAMME



ASEAN REGIONAL MECHANISM

PROGRAMME



DAY-TO-DAY WORK WITH THE AHA CENTRE

KEY LEARNING

- ASEAN
- AADMER
- SASOP
- ADInet
- DMRS
- WebEOC
- DELSA Introduction
- DELSA at UNHRD Subang ▲●
- Study Arrangement
- AHA Centre Emergency Response
- Security Briefing
- ERAT

KEY LEARNING

- Monitoring and Analysis
- ICT
- Communications
- Data Collection
- Preparedness and Response ■●
- Disaster Monitoring ■



350 hours
Core Programme:
TRAINING

PROGRAMME



TECHNICAL SKILLS

PROGRAMME



NON TECHNICAL "SOFT SKILLS"

KEY LEARNING

- Logistic
- Incident Command System (ICS)
- Emergency Operations Centre (EOC)
- Information Connectivity
- Exercise Management
- Camp Coordination and Camp Management
- International Humanitarian System
- Supply Chain
- Civil-Military Coordination
- Disaster Management
- Hazard ●
- Hazard and Area ▲
- Rapid Assessment ▲●
- Post Disaster Need Analysis ●
- Project Management ■

KEY LEARNING

- Leadership in Crisis
- Communications for Disaster management Professional
- Leaders Talk Sessions
- Table Top Exercises
- Debates Sessions
- Personality Development ▲●



150 hours

Core Programme:

STUDY VISIT AND DEVELOPMENT

PROGRAMME

STUDY VISIT

PROGRAMME

ACTUAL DEVELOPMENT TO REAL DISASTER OR TO SIMULATION EXERCISE



JAPAN

- Tokyo
- Sendai



PHILIPPINES

- Manila ●
- Cebu ●
- Tacloban ●



NEW ZEALAND

- Christchurch
- Wellington
- Auckland



INDONESIA

- Jakarta
- Semarang
- Jawa Barat
- Aceh ▲ ●



■ Batch 1 Only ▲ Batch 2 Only ● Batch 3 Only

Minor adjustments have been made to the curriculum of the ACE Programme throughout its three batches. Such changes took place after the completion of each batch, taking into account the result of an evaluation conducted by the AHA Centre, as well as continuous discussions and assessments made with the ACDM, Steering Committee and partners. This was done to ensure that ACE Programme curriculum continued to develop and improve, and was open and up-to-date regarding current trends and developments in the field of disaster management.

A particular example of curriculum change took place in 2015, with the AHA Centre adding a one-week field visit to the programme for the upcoming batch. The highlighted reason for this change was due to the varying levels of experience held by Member State representatives related to managing different types of disasters. For example, Thailand has yet to experience an earthquake in recorded history, so the opportunity for Thailand's delegates to visit the site of an earthquake, to learn about the context and witness the destruction, would be considerably valuable. Field visits have proven to be of great value within the curriculum, enabling participants to gain first-hand experience in real disaster settings, and undertake activities such as meeting with communities, staff from the local NDMO and other affected parties. In 2015, the ACE Programme participants visited Aceh, Indonesia, effectively 'ground zero' of the massive 2004 Indian Ocean Tsunami. In 2016, alongside Aceh, the third ACE Programme batch participants visited Tacloban in the Philippines, the region in which Typhoon Haiyan claimed the lives of more than 6,000 people.



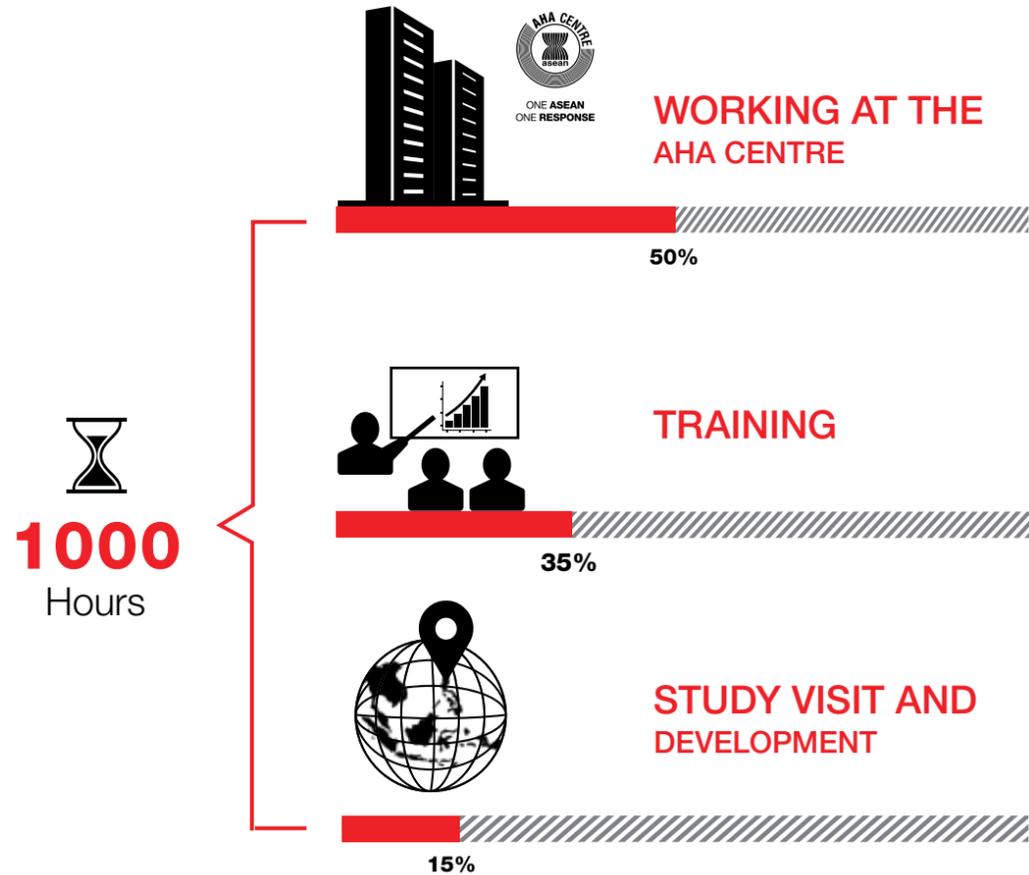
I felt that the ACE programme is a great way to start bridging gaps in training between the different ASEAN member nations.

- Mr. Rusty Witwer,

Trainer on Incident Command System (ICS) Training, the US Forest Service

**FOCUSING ON FUNDAMENTALS:
THE PROGRAMME**

In general, the AHA Centre has coordinated approximately 1,000 hours of training for each batch of the ACE Programme. By the end of 2016, after the completion of the third batch, a combined 3,076 hours of training had been conducted with 45 ASEAN future leaders. The entire programme is divided across three “Core Programme” areas, namely; Working at the AHA Centre (50%); Training (35%); Study Visit and Deployment (15%).



Participants are requested to stay during the entire programme, and it is mandatory for them to successfully complete all courses. The participants are not allowed to be called back to their respective countries for any reason other than major personal emergencies or family responsibilities for short time only. Their commitments and hard work must be shown before they receive Certificate of Participation from the AHA Centre on the day of their graduation.

The costs of the ACE Programme were covered through funding provided by JAIF, as part of the overall support from the Japanese Government for ASEAN. The Member States have also continuously supported the ACE Programme by covering the salaries of the participants, and ensuring their positions in their respective NDMO would be available upon return to their countries at the end of the programme. To add to the support, various partner agencies and private corporations have generously engaged with ASEAN and the ACE Programme by providing free-of-charge services and/or items necessary to facilitate the successful implementation of the programme. The Government of New Zealand, for example, has been a long-supporting Dialogue Partner for ACE Programme, and provides the programme with a cost-free, two-week leadership training course. The United States Government, through USAID, has also supported the ACE Programme by engaging the services of experienced trainers on specific subjects, such as the Incident Command System, Emergency Operation Centre and Exercise Planning.

“
The ACE programme is an initiative which not only builds enormous capacity for its participants but also offers a great platform for the ASEAN Member States to continue growing together and to establish strong relationships and networks for the future. The Kuehne Foundation – NUS Education Centre for Humanitarian Logistics feels honoured of having been able to contribute to this success story right from the beginning and looks forward to also provide its support in the years to come.
- Mr. Jonas Stumpf
Facilitator on Humanitarian Logistics Training, The Kuehne Foundation – NUS Education Centre for Humanitarian Logistics

BUILDING TRUST AND PARTNERSHIPS

One of the specific successful elements of the ACE Programme is the fact that the AHA Centre does not conduct all of the training themselves. The AHA Centre receives tremendous support from all Member States, represented by National Focal Points of the NDMOs, and has engaged increasing numbers of regional and international agencies to support the programme. International interest has continued to grow throughout the ACE Programme batches, with parties committed towards working with ASEAN and strengthening capacity through the programme. Alongside this, the AHA Centre has also received valuable support from the education and private sector, with the media, PR agencies, corporations and universities all engaged on a variety of elements related to ACE Programme development and implementation. These partners show continued interest to support the ACE Programme, as it is a programme in which partners can engage directly with all of the ASEAN Member States and their NDMOs at the same time.

The ACE Programme would not have been possible without the generous partnership and support of all ASEAN Member States, which are represented by the NDMOs and all the relevant agencies, Government of Japan, Government of New Zealand, Government of the United States of America, Japan International Cooperation Agency (JICA), United States Agency for International Development (USAID), Australian Government Agency for International Development (AusAID), New Zealand Government Agency for International Development (NZ AID), University of Canterbury, the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), United Nations Humanitarian Response Depot (UNHRD), United Nations Development Programme (UNDP) World Food Programme (WFP), International Organisation for Migration (IOM), US Forest Service of the US Department of Agriculture, Save the Children, Civic Force Japan, the International Federation of Red Cross and Red Crescent Societies (IFRC), National Red Cross and Red Crescent Societies from the ASEAN region, RedR, London School Academy Indonesia, Cohn and Wolfe PR, British Council, Syiah Kuala University, Joint Centre for Disaster Research, Sprint, Humanitarian Logistics – Asia Pacific Education Centre, Channel News Asia, and DHL, among others.



The ACE Programme was a unique opportunity for OCHA to continue its ongoing relationship with the AHA Centre and also to get to know the future generation of ASEAN’s disaster management leaders here in the Southeast Asia region. The ACE Programme also helps OCHA’s Regional Office achieved two of its core strategic objectives, specifically strengthening relationship of the regional organisations, specifically ASEAN and secondly strengthening relationship and support to national disaster management agencies of Member States in the region.

- Mr. Antonio Massella,

Facilitator on International Humanitarian System, UNOCHA Regional Office for Asia and the Pacific





Image on left page: ACE Programme evaluation workshop which gathers inputs for improvement of the next batch

MECHANISM FOR CONTINUOUS IMPROVEMENT

To ensure that participants, as the ultimate beneficiaries, continue to have input into improving the programme, the ACE Programme includes evaluation activities and opportunities throughout its entire six-month schedule. As part of every training, participants are asked to individually assess their own knowledge on the subject before (pre-test), and after (post-test) the training takes place. Moreover, for longer-term training, there are daily “ears and eyes” sessions, in which participants and trainers discuss how the training is going, allowing for improvements to be made immediately. At the conclusion of the programme for each batch, participants undertake an extensive evaluation workshop, during which they give inputs and recommendations on how to improve the programme for the following batch. The evaluation workshop’s resulting report is then shared with the DELSA Project Steering Committee, the AHA Centre leadership and team, as well as with the partners and facilitators of that particular batch.

The evaluation of the ACE Programme is not solely focused towards participants. Although participants’ inputs are considerably important, the ACE Programme has identified the importance of building trust and relationships with implementation partners, and therefore seeks out input and feedback from these partners. For example, the language barrier was a beneficial input provided by a number of partners. As a result, the ACE Programme has already devised ideas to build an e-learning hub and materials for participants, which they can access even before they begin the 6-month programme. Such a mechanism allows participants to begin learning the course content at their own pace, before the programme begins, and then using the face-to-face training sessions to confirm or clarify learnings. Another opportunity to answer the language challenge of the participants is to develop an English for Disaster Management Professionals course in ASEAN countries. Potential candidates may be required to sit in this English course first, before they can be considered for the ACE Programme intake. Such a mechanism would also support further strengthening of the capacity of individual staff themselves, as well as the overall capacity of their NDMOs.

Close and regular reporting is also conducted in DELSA Project Steering Committee meetings, ACDM Preparedness and Response Working Group meetings and ACDM meetings. The AHA Centre continuously reports and seeks advices from Member States on how it can improve the implementation of the ACE Programme since ultimately the programme needs to bring added value to all Member States.

3





Image on left page: The Humanitarian Logistics training is conducted right at the heart of the Disaster Emergency Logistic System for ASEAN (DELSA) within UNHRD Subang, Malaysia

By the end of 2016, the ACE Programme had conducted three batches of training, with 45 alumni in total graduating from the programme. These 45 alumni originate from eight ASEAN Member States, with all now becoming members of the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT), who may be deployed at any time during disaster responses. The ACE Programme alumni are now highly-trained, knowledgeable of all related processes and standards, and equipped with the skills necessary to successfully manage disasters, not only within their own countries, but collectively as an ASEAN movement.

After participating in the ACE Programme, some graduates have decided to continue their studies, while others focus on their careers, all bringing values to their NDMOs, countries and to ASEAN as a whole. It has been promising to see increasing amounts of ACE Programme graduates represent their countries in different ASEAN meetings and important events such as the AHA Centre's Governing Board, the ACDM and its Working Group meetings. Some of these graduates have also been deployed as ASEAN-ERAT members to real disasters or simulation exercises that occurred after they graduated from ACE Programme.

The AHA Centre has continued to nurture relationships between the AHA Centre and the alumni, as well as foster relationships amongst the alumni themselves. As a result of sharing their lives together for six months abroad, the bonds between ACE Programme alumni are inevitably strong. They share not only experiences and knowledge, but also their personal stories, friendships and even create family-like relationships, such as often naturally occur among ASEAN people.



My greatest hope for the participants of not just the last batch but also the two before is that when they return to their home countries, the skills and experiences they have acquired are made good use of by placing each graduate in the position which allows them to use those skills. I am also both expectant and hopeful that the AHA Centre will continue to engage regularly with each graduate, to assist them in their future endeavours, and to make sure each one remains a strong advocate and supporter of “Team ASEAN”.

- Chris Hawker

Regional Manager / Group Controller – EMERGENCY MANAGEMENT OTAGO

THE ACE PROGRAMME CHAMPIONS

FIRST BATCH



Meas Rasmey
Cambodia

“ *I am able to speak in front of people happily and confidently because of the ACE Programme.* ”



Hari Susanto
Indonesia

“ *I got a better way of thinking than before. I also have a more comprehensive understanding both in terms of national and international disaster management mechanisms, such as accommodating international assistance to the affected country and making a better supply chain management for disaster relief. Furthermore, these experiences help me in doing my research papers during my study at Melbourne Law School where I got scholarship.* ”

First Batch



Ayu Setiadewi
Indonesia

“ The ACE Programme has a huge impact on my career and professional life. Even though I am not yet promoted, I have been given a bigger responsibility from my supervisor after I finished the ACE Programme. She gives me a special task to handle international-related matters in my division. So I have to work with partners such as UN-WFP, UN-OCHA, NZ Aid, and AHA Centre. The Programme has made me a better employee, who works with confidence and leadership.



Vilaykham Lathsath
Lao PDR

“ ACE Programme is a very comprehensive course. This is the course on disaster management especially to help the young people from ASEAN Member States to become good leaders.



Ka Saysana
Lao PDR



Shalihin Annuar
Malaysia

First Batch



Nurul Fatien Rusly
Malaysia

“ I am now an ERAT team member, and I got appointed as the Team Leader after I graduated from the ACE Programme. I am among few lady team leaders. So it's a proof that women can lead.



Win Ohnmar
Myanmar



Aye Kyi Mann
Myanmar



Wariga Riewlaung
Thailand



Kedsirin Panichayacheewa
Thailand

First Batch



Le Ngoc Diep
Viet Nam



Nguyen Van Hoang
Viet Nam

SECOND BATCH



Mao Saohorn
Cambodia



Ly Chandara
Cambodia

Second Batch



Theophilus Yanuarto
Indonesia



Merina Sofiati
Indonesia



Bouasavanh Vongbounleua
Lao PDR

“ A lot of benefits in joining the programme. I have been promoted and afterwards invited to attend some workshops and training, such as Comprehensive Crisis Management (CCM 16) in Hawaii and ICS. I was tasked not only as a participant but also to represent my government. For example, joining a team in AMHEX 2016, and a workshop with NDMI Korea.



Sombath Douangsavanh
Lao PDR

Second Batch



**Amir Shah Noor
Ahmad**
Malaysia

“ The ACE programme helped me gain my knowledge about disaster management. I am now more confident to share and do lectures about disaster management. Besides that, I learned a lot about leadership especially Leadership in Crisis, and this knowledge helped me enhance and practice to manage my subordinates that are more than 100.



**Muhammad Fauzie
Ismail**
Malaysia

“ One of my biggest achievements after I finished the ACE Programme is that I was then chosen to join the United Nations Disaster and Coordination Team, which is the UNDAC team.



Khan Lynn
Myanmar

“ After ACE Programme, I was promoted to an Assistant Director.

Second Batch



Min Soe Han
Myanmar



**Marc Rembrandt
Victore**
Philippines

“ The ACE Programme has been very instrumental for my career because it allowed me to have a unique opportunity to work with our regional (ASEAN) counterparts in Disaster Risk Reduction and Management, and to learn first-hand on how the AHA Centre responds to disasters in the region. Being part of the programme also allowed me to expand my network in disaster management and learn from the best disaster managers in the region.



Riezel Joy Chatto
Philippines

“ I am already part of the pool of trainers at the national and regional levels. The ACE Programme has become a platform of confidence, intellect and leadership for me.

Second Batch



Wirinda Sirisuwan
Thailand

“ I got a lot of experiences and skills from ACE Programme courses and I learned various disaster management topics from our participants in other ASEAN countries. We also talked to and shared with each other, being abroad for six months. Even until now we still share information via many channels, such as Whatsapp, Line application, e-mail and my organisation’s website. This year, I am planning to pursue PhD.



Pisuth Wannachatrasi
Thailand



Vu Hoang
Viet Nam



Duong Duc My
Viet Nam

“ I think we are like a big family.

THIRD BATCH



Chun Buntha
Cambodia



Lorn Trob
Cambodia



Wahyu Indriyadi
Indonesia



Luqmanul Hakim
Indonesia



Saksy Vilayhak
Lao PDR



Vimala Khountalangsy
Lao PDR

Third Batch



 **Fazlisyah Bin Muslim**
Malaysia



 **Rohaizat Bin Hadli**
Malaysia



 **Thein Zaw Htike**
Myanmar



 **Zaw Myo Khine**
Myanmar



 **Mary Grace Somido**
Philippines

“ It has been one of the biggest changes in my life so far. It was beyond just training and gaining knowledge. It was where I actually realised that what we do is very vital, it’s public service at its finest.

Third Batch



 **Mark July Yap**
Philippines



 **Phatsita Rerngnirunsathit**
Thailand



 **Suttapak Suksabai**
Thailand

“ The ACE Programme provided a great opportunity for me to gain more understanding and experience in working at international setting and to build up my career.



 **Nguyễn Đức Thắng**
Viet Nam



 **Nguyễn Vinh Long**
Viet Nam

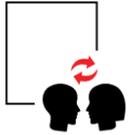
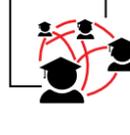


THE ACE PROGRAMME ALUMNI NETWORK

Image on left page: The 1st ACE Programme Alumni Conference is held in conjunction with AHA Centre 5-Year Anniversary, 15-17 November 2016

Graduates of the ACE Programme have developed into strong ASEAN human resource assets, and shown great interest to give back to the ASEAN region. In late 2016, the ACE Programme alumni convened for the first time at an Alumni Conference, with the aim to strengthen their bonds both with each other and with ASEAN, as well as to discuss opportunities to support the AADMER Work Programme.

The AHA Centre held its first ACE Programme Alumni Conference in Jakarta, Indonesia between 15-17 November 2016. This forum had five main objectives, being:

1.  Exchange of perspectives and insights of the ACE Programme graduates from each participating country on the benefits and relevance of the knowledge and experience gained during the ACE Programme in their professional work;
2.  Jointly evaluate and provide insights into the overall implementation of the ACE Programme;
3.  Generate insights on the area of innovation, change and leadership to ignite, inspire and further equip the ACE Programme graduates to become the future leaders of ASEAN in Disaster Management;
4.  Provide policy inputs, recommendations and alternative solutions to the actual and potential challenges on ASEAN regional mechanism on disaster management;
5.  Establish ACE Programme Graduates Network Platform to exchange knowledge, information, experiences, and expertise, as well as to sustain the network and relationship among the ACE Programme graduates.

The ACE Programme Alumni Conference was a significant milestone for the programme, as it gave birth to the ACE Programme Alumni network. As stated in the conference report, the ACE Programme Alumni forms the platform that will allow for the ongoing development and strengthening of all ACE Programme future leaders, and create a mechanism for their skills, knowledge and capacity to be leveraged and utilised within the ASEAN region's One ASEAN One Response vision. It will ensure that new knowledge and skills gained by programme participants are not 'capped' at the finalisation of their training, and that said skills and knowledge are not re-confined when graduates return to their respective countries' NDMOs.

The ACE Programme Alumni will work within its own structure, using its own terms of reference and leadership team. It will work strategically and cooperatively with the other major ASEAN disaster management bodies, and aim to support the realisation of the One ASEAN One Response vision, and the AADMER Work Programme 2016 – 2020. It will ensure that the region's developing disaster management leaders, as highly-skilled disaster management professionals, can provide support, input, communication and development within the overall direction of the united and coordinated ASEAN emergency management mechanism.

4

EMBRACING CHALLENGES AND LEARNING FROM SUCCESSES



The ACE Programme has a history of seeking continuous improvement, not only at the end of each batch, but also during programme implementation. Based on this premise of continuous improvement, the programme is empowered to be flexible in its decision making, with the aim of providing the utmost benefit to all ASEAN Member States. This willingness to change and improve for the better has been one of the key successes of the ACE Programme to this point.

Humanitarian disaster management is a fluid and evolving context, in which flexibility is key to any successful programme. Situations change, disasters are increasingly extreme and complex, and proper coordination between ten Member States is never a simple task. ASEAN, therefore, must adapt accordingly, while continues to ensure all Member States feel the added value from all programmes that they agree to support.

The ACE Programme has been an ASEAN-led programme, implemented by the AHA Centre, supervised by all Member States and strongly supported by the Government of Japan. The fact that its Project Steering Committee consisted of Co-Chairs from the ACDM Working Group on Preparedness and Response, as well as representatives from the AHA Centre, ASEAN Secretariat, Mission of Japan to ASEAN and JAIF Management Team, ensures ownership and input of all parties within the programme.



“The ACE Programme will provide the region with a strong network of qualified disaster management professionals, which will enhance ASEAN capacity in collectively responding to disaster.”

- Mr. Vu Van Tu,
Chair of ACDM 2012-2013 (Viet Nam)

Another important key success for the ACE Programme is the fact that the AHA Centre has been able to engage partners who are among the best in their respective disaster management areas. Since the beginning, the AHA Centre was not designed to function as a training provider organisation; therefore, it has to collaborate closely with others who are subject-matter experts in their areas. This has provided mutual benefits for both ASEAN and its partners, as well as creating relationships between these partners and ASEAN Member States. Through working together in various aspects of the ACE Programme, the AHA Centre has further developed to become the “network coordinator of regional centres for excellence in disaster leadership and management that can facilitate knowledge creation, policy analysis and training for the next generation of practitioners,” as envisioned in the ASEAN Vision 2025 on Disaster Management.

EVIDENCE OF OUTPUTS FROM ACE PROGRAMME BATCHES 1-3



A five-to-seven strategic concept paper, produced by each participant, on the existing and the future of disaster management and humanitarian landscape in ASEAN, as well as analysis on the cooperation among ASEAN Member States, ASEAN Dialogue Partners, international organisations, UN agencies and other stakeholders/partners



A post-training evaluation from which exposing the knowledge in each key learning which also includes recommendations for improvement.



A Learning Management Portal that stores complete ACE Programme training materials, available for both ongoing participants and alumni

■ Batch 1 Only ▲ Batch 2 Only ● Batch 3 Only



An active mailing list and a social media group that are created and managed by the ACE Programme Officers as a media to enhance coordination, communication and networking among them



Emergency Response and Assessment Team (ERAT) certificate that confirms the completion in ERAT Induction Course and certifies the ACE Programme Officer as a ready-to-deploy ERAT member



A ten-minute individual presentation on how the ACE Programme Officer as the future leader would enhance the ASEAN's regional mechanisms within the ASEAN region and cooperation with the international community



Pilot project on ASEAN disaster management cooperation which captures each ACE Programme Officer's enhanced knowledge, innovative ideas and team-building skills



■ ▲
3,500 to 4,500 words of academic essay covering topics on Leadership in Crisis and Exercise Management. ACE graduate may be eligible for academic credits for University of Canterbury Graduate Certificate in Professional Studies

●
1,000 to 1,500 words of academic essay covering topics on Leadership in Crisis and Exercise Management. ACE graduate may be eligible for academic credits for University of Canterbury Graduate Certificate in Professional Studies by completing 3,500-4,000 words of academic essay at the end of the programme with a B grade.

■ Batch 1 Only ▲ Batch 2 Only ● Batch 3 Only

Another key lesson taken from the first three batches of the ACE Programme was that the English comprehension levels of participants often formed a learning barrier throughout the training, primarily due to English not being the first language of a majority of ASEAN Member States. In order to improve learning, the AHA Centre has worked to ensure that a majority of trainers and facilitators are also from ASEAN countries, allowing participants to better relate with trainers, and possibly use native language for improved comprehension. Although language barriers will never be completely eliminated, small changes such as this can make a significant difference to the outputs of the programme.

Finally, in order for the AHA Centre to continue its improvement of the ACE Programme, it has identified a need for increased internal management of the programme. Future plans devise that the ACE Programme may become an independent programme, outside of the DELSA project scope, with its own Project Management Team. Another important element of improvement is for Member States to continue their support by sending quality human resources, either as participants or facilitators, as well as giving constructive advice and input, primarily through the Steering Committee.

5



Working in one of the most disaster-prone regions in the world, the AHA Centre places high priority on fulfilling the expectations and agreements of stakeholders and partners. Given the success of the ACE Programme throughout the past three years, and the possibilities it displays for the years to come, the AHA Centre aims to continue to improve the quality and curriculum of its prestigious ACE Programme, based on past experiences and key lessons from the previous batches. Such efforts are integral as ASEAN representatives seek to become leaders in the disaster management field.

Within the unpredictable context of natural disaster, regional unity stands as the defining factor to face such large-scale challenges. Collaborating, cooperating and coordinating disaster management mechanisms is the key for ASEAN to prepare for, and respond to the onset of natural disaster. Therefore, the AHA Centre aims to continue strengthening and solidifying relationships with its Dialogue Partners, and other AHA Centre Partners who have supported the ACE Programme since its inception. The AHA Centre will also seek to further develop and expand partnerships with other stakeholders, particularly those who portray identical vision and belief in the opportunity that the ACE Programme holds for the ASEAN region.

Japan as the funding agency for the first three batches of the ACE Programme has expressed its appreciation towards the programme, as stated by H.E. Kazuo Sunaga, the Ambassador of Japan to ASEAN, in his address to the 3rd batch graduates of the ACE Programme at the end 2016:



“It is my great pleasure to be able to extend heartfelt congratulations to the officers on the completion of the [ACE] Programme. Time has passed so quickly, and I believe you have become different persons by now through [this] intensive six months training [where] your knowledge and skills as officers in disaster management must have been greatly enhanced.

You have built strong ties and network with your colleagues in ASEAN as well as other experts in the region. Now everyone here has become critical asset for domestic and regional cooperation for disaster management.

... I would like to commend the dedicated efforts by the staff of the AHA Centre to successfully implement the programme... It is my pleasure to see that the programme has been evolving through each batch, and I promise you that we will continue to support this programme and ASEAN's other endeavours in the view of disaster management.”

- H.E. Kazuo Sunaga,

Ambassador of Japan to ASEAN

The AHA Centre hopes that it continues to attract promising future leaders of disaster management within the region, with the help and support of the respective NDMOs within the ASEAN Member States. These leaders will pave way for the ASEAN region to realise its ambitious vision of One ASEAN One Response.

Embarking into the future, the AHA Centre wishes to explore the possibility of standardisation and certification on several, if not all, ACE Programme courses, a step to further build ASEAN professionalism in disaster management. Recently, the AHA Centre has developed improvements in the reporting mechanism of the Programme, ensuring direct supervisors of the participants, as well as the Heads of the NDMOs, will be well informed about the performance of the participants during the programme. The AHA Centre is considering to offer an additional 6-month attachment programme with the AHA Centre for ACE Programme graduates, should they wish to undertake extra learning and capacity development.

The AHA Centre continues to develop modes for the continued development of the ACE Programme graduates, as well as the strengthen the Alumni Network. The AHA Centre is focusing towards opportunities to work with universities who can offer scholarships for ACE graduates, as well as other professional advancement programmes available within the region or internationally.

Furthermore, the AHA Centre is exploring the possibility of expanding the ACE Programme into the broader network as a support to the ASEAN Vision 2025 on Disaster Management. The programme may be extended to include participants from other regional or countries outside ASEAN, forming a contribution from ASEAN to the rest of the world.

ACRONYMS**DEFINITIONS**

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

ACRONYMS**DEFINITIONS**

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



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

BOOKS OF THE AHA CENTRE KNOWLEDGE SERIES

- # 1** DARE TO DREAM
CARE TO SHARE
- # 2** AHA CENTRE
PARTNERSHIP
- # 3** DISASTER EMERGENCY
LOGISTIC SYSTEM FOR
ASEAN (DELSA)
- # 4** ASEAN EMERGENCY
RESPONSE AND
ASSESSMENT TEAM
(ASEAN-ERAT)
- # 5** **AHA CENTRE
EXECUTIVE (ACE)
PROGRAMME**
- # 6** COORDINATING
REGIONAL DISASTER
EMERGENCY RESPONSE
- # 7** COORDINATING UNITY
- # 8** THE STORY OF THE
AHA CENTRE IN PICTURES

The AHA Centre

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