NEW HOMES
OF OPPORTUNITIES
About ASEAN

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

About the AHA Centre

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

About AADMER

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

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<td>AADMER</td>
<td>ASEAN Agreement on Disaster Management and Emergency Response</td>
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<tr>
<td>AHA Centre</td>
<td>ASEAN Coordinating Centre for Humanitarian Assistance on disaster management</td>
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<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<tr>
<td>ASEAN-ERAT</td>
<td>ASEAN Emergency Response and Assessment Team</td>
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<tr>
<td>BNPB</td>
<td>Badan Nasional Penanggulangan Bencana (National Disaster Management Authority of Indonesia)</td>
</tr>
<tr>
<td>BPBD</td>
<td>Badan Penanggulangan Bencana Daerah (Regional Disaster Management Authority)</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>DELSA</td>
<td>Disaster Emergency Logistics System for ASEAN</td>
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<td>DFAT</td>
<td>Department of Foreign Affairs and Trade of Australia</td>
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<td>DRM</td>
<td>Disaster Risk Management</td>
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<tr>
<td>Huntap</td>
<td>Hunian tetap (permanent housing)</td>
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<tr>
<td>Huntara</td>
<td>Hunian sementara (temporary housing)</td>
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<tr>
<td>NDMO</td>
<td>National Disaster Management Organisation</td>
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<tr>
<td>Pustu</td>
<td>Puskesmas pembantu (auxiliary health centre)</td>
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<tr>
<td>Puskesmas</td>
<td>Pusat Kesehatan Masyarakat (public health centre)</td>
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<tr>
<td>Posyandu</td>
<td>Pos Pelayanan Terpadu (integrated pre- and postnatal health centre)</td>
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PROLOGUE

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Goya-goya Gantiro
Tó' Kabonga Loli'o
Palu, Tondo, Mamboro Na' Toyomo
Kayumalue Melantomo

The earthquake in Ganti Village
The Kabonga and Loli Oge people saw
Palu-Tondo and Mamboro areas had sunk
All that was left was Kayumalue; it was floating

(a folklore verse of the Kaili, the indigenous people of Central Sulawesi about the 1938 earthquake and tsunami)
During its early years, the AHA Centre was quickly associated with disaster response coordination across the ASEAN region. Significant focus towards increasing skills and knowledge in disaster monitoring and analysis has also been seen each time the organisation takes a key role within disaster prevention and preparedness activities across the region. These integral elements of disaster management have been enhanced and expanded throughout the decade since the AHA Centre’s establishment in 2011. Recently, expanding its wings, the AHA Centre was quick to engage on another key element of the disaster management cycle – namely, disaster recovery. Such a long-term and integral aspect of resilient ASEAN communities, which enables the communities to bounce back when large disaster strikes, could only possible to realise by engaging the networks, skills, and experience of the AHA Centre team.

It was after one such large-scale disaster – known as the 2018 Central Sulawesi earthquake, tsunami, and liquefaction disaster – that the AHA Centre stepped-up to play its part, not only in the significant response in the days and weeks following the disaster but also during recovery efforts in the months and years that followed. The AHA Centre’s knowledge, networks and hands-on skills would all be drawn upon for a recovery project that would deliver much-needed housing to the communities of Palu City, Central Sulawesi, and would do so through the development of what is now known as ASEAN Village – or Kampung ASEAN in Bahasa Indonesia. ASEAN Village itself, consisting of 100 homes and an array of supporting facilities, was delivered in two stages to the Government of Palu City, in 2020 and 2021, both in April.

While the AHA Centre may have coordinated the project’s implementation, its success would not have been realised without the support and engagement of a multitude of parties. Our thanks go out to the Government of Indonesia, in particular Indonesia’s National Disaster Management Authority or BNPB for trusting the AHA Centre to not only support coordination during the response stage, but also to continue our engagement with the recovery process. The project would not have been remotely possible without the support of the Government of Palu City, who received our team on location and provided the land for ASEAN Village construction in Tondo. We also express our gratitude to the Government of the Philippines and the Government of Australia for their ongoing support of the AHA Centre through this project, as well as the Direct Relief that always stood alongside the AHA Centre to contribute to ASEAN Village’s implementation. We also would like to thank the people of Brunei Darussalam, you all will always be remembered for the generous contribution that resulted in increased support for the recovering community in Palu.

This book highlights the key lessons and learnings from the AHA Centre’s first foray into the disaster recovery sphere. It also celebrates the positive impact that the project has on the lives of those affected by the 2018 disaster. However, this book does not close the chapter on the AHA Centre’s post-disaster work; but instead, it tells the beginning of the AHA Centre’s own story on resilient recovery efforts across the ASEAN region. And while this story’s pages are only beginning to be filled, it was ASEAN Village that has set the storyline, and left plenty to look forward to in the years to come. Resilient recovery is a key foundation upon which the AHA Centre will ensure realisation of the One ASEAN, One Response vision, as ASEAN Village stands to show the unity and solidarity that arises through navigating the recovery journey as one. Please come along with us as this journey begins.

Jakarta, June 2021
FOREWORD

H. Hadianto Rasyid, S.E.
Mayor of Palu City

The triple disasters that hit Central Sulawesi in September 2018 had taken our beloved ones and scattered our dreams at once. Amidst the tragedy, we found extraordinary friendships from the national and international communities. The poured support had helped us grapple with the situation and find the strength to bounce back.

On behalf of the City of Palu Government, I would like to thank the AHA Centre for its continuous support throughout the emergency relief and recovery stage. My sincere gratitude to the people and the Government of Brunei Darussalam, the Government of the Philippines, the Government of Australia, and Direct Relief, who have been such faithful friends and committed supporters, resulting in the successful establishment of the ASEAN Village.

The ASEAN Village especially has brought new hopes and opportunities for the disaster-affected people of Palu. It provides not only housing but also a mosque and an auxiliary health centre. This shows how the Village truly put people’s well-being as the priority.

Finally, representing the families who have now inhabited the one hundred new houses, the beneficiaries of the new auxiliary health centre, and thousands of congregations of the new mosque, I thank you. Your kindness will always be in our hearts.

Palu, June 2021
PROLOGUE

The first ASEAN Village was built to respond to housing needs after the triple disasters of earthquake, tsunami, and liquefaction hit Central Sulawesi at the end of 2018. The realisation of the ASEAN Village became evidence of the shared humanity, solidarity, and connectivity between ASEAN stakeholders, including ASEAN Member States, ASEAN community, ASEAN Dialogue Partners, and other ASEAN partners. It was a showcase of a nationally-led response, supported by the region, and enhanced by the international community as and when necessary.

As the primary ASEAN regional coordinating agency for disaster management and emergency response, the AHA Centre began its support of Central Sulawesi’s disaster response since the emergency response phase. Answering continued needs on the ground, the AHA Centre was called upon – for the first time – to support a disaster recovery phase, which was then manifested through the construction of the ASEAN Village. With tremendous support from friends of the Village, 100 houses, an auxiliary health centre, and a mosque stand side by side, ready to steadfastly give comfort and the promise of new opportunities to its residents.

This book narrates the heart-warming tale of how the ASEAN Village was built. It is hoped that the stories of those involved will inspire pride and joy, and cause the readers to reflect on practices conducted throughout the project for future recommendations.
Lessons Learnt on the ASEAN’s Recovery Support of the Central Sulawesi’s 2018 Disasters

**New Homes of Opportunities**

The government of Indonesia requested AHA Centre to coordinate offers of international assistance. AHA Centre coordinated setup with Coordinator of National Assisting Post (Pospesnas) for incoming international assistance.

**29 Sept 2018**

President Joko Widodo visited the affected areas and provided clearance to Ministry of Foreign Affairs to make statement regarding international assistance.

**28 Sept 2018**

The Central Sulawesi provincial government declared an initial 14-day state of emergency in the province which later extended for a few times.

**6:02 PM**

Tsunami warning issued

**6:22 PM**

Tsunami hit Palu, the provincial capital, and Donggala

**6:36 PM**

Tsunami warning ended

**01 Oct 2018**

Government of Indonesia, through the BNPB and Ministry of Foreign Affairs, welcomed offers of international assistance. Deployment of ASEAN Emergency Response and Assessment Team (ASEAN-ERAT) to Palu to establish the base of operations.

**30 Sept 2018**

AHA Centre mobilised staff and ASEAN-ERAT in Balikpapan, as the gate of international aid, to support BNPB and related authorities in facilitating incoming international assistance.

**03 Oct 2018**

The emergency phase ended and the recovery phase started.

**04 Oct 2018**

The AHA Centre engaged by the government of Palu.

**06 Aug 2019**

The ASEAN Village phase 1 was handed over to the government of Palu.

**03 Aug 2020**

Ground-breaking ceremony marked the start of ASEAN Village Phase I in Tonodo, Central Sulawesi. The first phase targeted 75 units of permanent houses.

**25 Apr 2019**

The ASEAN Village Phase II started. The second phase built additional 25 permanent houses, a mosque, and an auxiliary health centre.

**16 Apr 2020**

ASEAN Village Phase II started.

**07 Apr 2021**

Virtual handover of ASEAN Village Phase II

**23 June 2021**

The ASEAN Village Launch
A TALE OF
CENTRAL SULAWESI
COME ASHORE THE BEAUTIFUL CENTRAL SULAWESI

Central Sulawesi is the largest province on the island of Sulawesi, Indonesia. With a total area of 61,841.29 km², the province consists of twelve regencies (kabupaten) and one city (kota). Its total population (as per the Indonesian Statistics Data in 2020) is 2,985,735. The province’s capital is Palu, a city located in an alluvial valley at the end of the Palu Bay, close to the island’s western coast.

Any visitor to Central Sulawesi will be struck by its natural beauty, cultural uniqueness, and its offer of numerous exciting activities. There are various outdoor adventures between mountainous and coastal lowland areas, such as diving, hiking, forest walking, and skydiving, to visiting historical sites and attending traditional festivals and ceremonies.

1 According to Central Sulawesi’s Statistics Data, the province’s total population in 2017 (before the disasters) was 2,966,326.
Visitors could enjoy a leisurely stroll through Palu and marvel at the sunset from Talise beach, one of the city’s bustling centres and a mainstay of tourist attractions. The beach stretches from Palu to Donggala, presenting a beautiful panoramic view of the expansive bay and mountains. Perched above the waters, roughly 30m away from the beach, was the Arkham Babu Rahman Mosque. The unique floating mosque dominated the beach with its dramatic walkway from the shore.

Not far from Talise beach, one could witness the majesty of Palu IV bridge, the city’s iconic landmark and Indonesia’s first steel arch bridge. The bridge offered spectacular views of the blue sea and the Sulawesi mountains. Commonly known as the Yellow Ponulele bridge, it spanned the Palu River and connected the western and eastern Palu.

Central Sulawesi also has conservation areas for unique flora and fauna, such as nature and wildlife reserves, and protected forests. The Morowali Nature Reserve is home to the indigenous people of Wana, whom one could meet while hiking the trail. Visitors would flock to swim with the marine animals in the Togean Islands National Park, and see the green and hawksbills turtle munching their way around the coral reef. Alternatively, one could visit Lore Lindu National Park to be awed by 400 granite megaliths and witness birds singing freely while families of Tonkean Macaques, an indigenous monkey of Sulawesi, played together.

Local Sulawesi cultures are as diverse and stunning as its nature. The population consists of at least eleven indigenous ethnic groups and various immigrant communities from other parts of Sulawesi and Indonesia. Their traditions beautifully create ethnic mosaics in the canvas of Central Sulawesi.
On 28 September 2018, a series of strong earthquakes struck Central Sulawesi province in Indonesia. The strongest quake reached a 7.4 magnitude and created a tsunami and triggered liquefaction. The triple disasters left massive, widespread damage and loss of lives and properties.
WHEN THE BEAUTY WAS TORN

Friday, 28 September 2018, was the 40th anniversary of Palu’s founding. The people proudly decorated their city and prepared for the festivities, excited to celebrate their beloved home. Positive vibes filled the air, and any signs of anxiety were notably absent on that fateful day.

At around 3PM local time, an earthquake with a magnitude of 6.0 rocked the area. The epicentre was 2km north of Donggala, a district around a ninety-minute drive north of Palu. Several other minor shocks followed; unnoticed by many residents. Both cities continued their activities.

In Palu, hundreds of people flocked to Talise Beach to join the Pesona Palu Nomoni, an annual festival to mark the city’s anniversary that was due to start that night. Most of Central Sulawesi’s residents were ready for the Magrib prayer. However, no one was ready for what happened next.

Despite its uniqueness and beauty, Central Sulawesi possesses a significant disaster risk. It is a meeting point of three main tectonic plates: the Indo-Australian, Eurasian, and Pacific plates. It is located on the Palu-Koro Fault, one of Indonesia’s major regional active fault systems. Many earthquakes have hit this province.


Living with Disasters
At 6:02PM local time, a beast of a 7.4 magnitude earthquake struck. The festivities quickly turned into horror. People ran in panic for their lives amid the call for prayer.

The epicentre was 26km from Donggala, or 70km from Palu, located at a depth of 10km. Within Central Sulawesi, the quake was felt in Donggala, Palu, Parigi Moutong, Sigi, Poso, Tolitoli, and Mamuju. It also reached districts in the neighbouring provinces of West Sulawesi, South Sulawesi, Southeast Sulawesi, Gorontalo, East Kalimantan, and North Kalimantan.

The massive convulsions led to extensive ground deformation and submarine landslide, which subsequently caused tsunami waves of up to six meters in height, first smashing into Donggala’s western tip before barreling into Palu’s usually calm waters. The tsunami struck the coasts, washed away various objects, and destroyed the coastal area of Palu Bay, including in Talise Beach, and swept hundreds of people at the beach festival to their deaths.
It did not end there. The earthquake also triggered liquefaction, a phenomenon wherein soil transforms into a fluid-like mass, causing mudflows in six locations in Central Sulawesi: Balaroa, Petobo, Sidera, Mpango, Jono Oge, and Lolu. Entire streets and buildings dislodged from their foundations; everything solid appeared melted and warped. The survivors later described watching their houses float and sink into the earth.

Palu was tense. The night was pitch black. Electricity had cut out completely. Communication services were severely hampered. Fear and panic swept through the city’s residents. They only later learnt that a super quake had hit, tearing the earth apart along the Palu–Koro fault line that passes right through the middle of the city. The super earthquake then triggered disasters in Palu and other locations. The disasters erased various local landmarks. The beachfront of Talise was destroyed and filled with the debris of food stalls, shops, houses, and other buildings. The Arkham Babu Rahman Mosque, once floating above the sea, now lay shattered and submerged along with the remnants of its foundation. The mosque’s connecting bridge had vanished entirely. Similarly, the Palu Bridge IV also bore the full force of the earthquake and tsunami. Its yellow steel frame, now a twisted wreck, lay in the mouth of Palu’s river.

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Listen to the Old Wise People

‘Agina Mainga Ne’ Maonga’ is a proverb in the language of Kaili, one of the native ethnic groups in Central Sulawesi. It translates as ‘It is better to be careful than to drown’. This proverb is true across time, especially for the Kaili. Living in an area prone to disasters, the people must always be prepared. Their preparedness is expressed through how the people named specific locations in honour of the tragedies that once struck them.

Palu, the capital city of Central Sulawesi is believed to be named after the word topalu’e, which means an elevated land. The area was previously submerged, but was elevated above sea level due to an earthquake and plate shift.

Loli Tasiburi, a village in Donggala that was severely damaged by the tsunami, received its name after the word tasiburi, which means the blackened sea.

Balaroa, an area that experienced liquefaction, used to be named Lonjo, which means sinking.
The triple disasters left massive, widespread damage and loss of lives and properties affected the lives of 1,536,367 people. These caused 4,845 lives to perish and go missing, and seriously injured 4,438 people. Throughout the districts of Palu, Donggala, Sigi, and Parigi Moutong, 110,182 houses were destroyed which then left 172,999 people displaced. The recorded economic loss due to the disaster reached IDR 18.48 trillion. Due to these massive impacts, the triple disasters were categorised as catastrophic based on the AHA Centre’s categorisation.

Economic and business collateral impacts soon followed. Palu Bay had been the centre of economic activities since before Indonesia gained its independence. Long before tourism thrived, the area buzzed with traders, fishers, travellers, and dockers. Fisheries, agriculture, and other forms of employment were either completely destroyed or severely affected, thereby affecting the livelihoods of tens of thousands of people.

Beautiful Central Sulawesi mourned.

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2 BNPB: Satu Rasa untuk Kemanusiaan, 2020

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The AHA Centre Level of Criteria of Disaster

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<th>Level</th>
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<tbody>
<tr>
<td>MINOR</td>
<td>The incident affects only 1 administrative boundary Level 2 or 3 or other equivalent administrative area, and</td>
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<tr>
<td></td>
<td>Greater than 100 and less than 30,000 people being affected, and/or</td>
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<tr>
<td></td>
<td>Greater than 20 and less than 4,000 households affected, or</td>
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<tr>
<td></td>
<td>Up to a 1,000 people displaced, or</td>
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<tr>
<td></td>
<td>Declared as disaster by local or regional authorities</td>
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<tr>
<td>MODERATE</td>
<td>The incident affects more than administrative boundary Level 1 or other equivalent administrative area, and</td>
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<td></td>
<td>Between 30,000 and 200,000 people being affected, and/or</td>
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<tr>
<td></td>
<td>Between 4,000 and 20,000 households affected, or</td>
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<tr>
<td></td>
<td>Up to a 1,000 and 10,000 people displaced, or</td>
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<td></td>
<td>Declared as disaster by regional or local authorities</td>
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<tr>
<td>MAJOR</td>
<td>The incident affects more than administrative boundary Level 1 or other equivalent administrative area, and</td>
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<td></td>
<td>Between 206,000 and 1,500,000 people being affected, and/or</td>
</tr>
<tr>
<td></td>
<td>Between 20,000 and 200,000 households affected, or</td>
</tr>
<tr>
<td></td>
<td>Between 10,000 and 100,000 people displaced, or</td>
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<td></td>
<td>Declared as disaster by national or regional authorities</td>
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<tr>
<td>CATASTROPHIC</td>
<td>The incident affects more than administrative boundary Level 1 or other equivalent administrative area, and</td>
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<td></td>
<td>More than 1,500,000 people being affected, and/or</td>
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<td></td>
<td>More than 200,000 households affected, or</td>
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<tr>
<td></td>
<td>More than 100,000 people displaced, or</td>
</tr>
<tr>
<td></td>
<td>Declared as disaster by national authorities</td>
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The disasters in Central Sulawesi

Affected at least four districts. Quake was felt in neighbouring provinces.

- 1,536,367 people affected
- 172,999 people displaced
The night grew steadily darker; people grappled with the loss of their loved ones and possessions, as well as with what seemed to be a never-ending series of aftershocks. Gripping onto what hope they could, people dug through the rubble, looking for miracles. There was still no electricity, communication was all but impossible, and shops and markets were mostly closed. The lack of drinking water, food, and fuel added to rising tensions among residents in the affected areas. On the first day, those affected had to fend for themselves as relief efforts were minimal.

Palu airport was closed due to damage. The seaport lost its crane for loading and unloading cargo. Heavy machines to assist the evacuation process could not enter the affected area because roads were unstable, if not inaccessible. Survivors recalled their feelings of helplessness while hearing screams for help under the rubble. Volunteers, locals, and officials could only do what they could to clear away the rubble unaided.
Difficulties increased as the national level government had to juggle resources between disaster relief for Central Sulawesi and the ongoing recovery efforts from a series of earthquakes in Lombok, West Nusa Tenggara, which killed over 500 people and left hundreds of thousands homeless.

Meanwhile, across the globe, friendly nations and international humanitarian organisations offered their hands to help. Acknowledging the importance of international support, the Government of Indonesia prepared and strengthened its national coordination to facilitate foreign assistance to most effectively and efficiently reach the most vulnerable and affected populations. On 1 October 2018, the Government of Indonesia welcomed selected international aid to complement its own efforts.
As a fishing family, we have lived by the sea for decades. But that day, the seawater rose and took everything we had. My husband and I were washed away by the water, but we survived. My husband landed on a neighbour’s roof while I was stuck on a graveyard fence. We lost our home; our family neighbourhood was declared dangerous and no longer habitable. Our only possession that remained was our motorbike which we found in the neighbour’s yard, dragged by the water tens of meters away from our house.

After living in the shelter for two years, we finally got a new house. We are among the first residents of the ASEAN Village. Our old house is gone, and we are thankful that there were strangers willing to help put a roof over our heads.

We are not young anymore; we just want to be able to sleep peacefully and live quietly. Although it is sad to live far from the sea, we know that living by the sea is no longer safe.

Indora
Fisher and resident of the ASEAN Village
FROM MOURNING TO REFORMING
In 2018, several fatal disasters struck the ASEAN region, including displacements in the Rakhine State of Myanmar, the Yangon Myanmar landfill fire, floods in the Mekong region with catastrophic results for Lao PDR and Myanmar, the Lombok Indonesia earthquake, and Typhoon Mangkhut in the Philippines. The relief packages for previous disasters across Southeast Asia had not yet been fully unpacked when the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) learned that a great scale of disasters tore Central Sulawesi.

As the primary ASEAN regional coordinating agency for disaster management and emergency response, the AHA Centre immediately set plans in motion to help the victims. Operationalising its One ASEAN One Response vision, the AHA Centre worked to increase the speed and scale of the relief efforts in the affected areas.

RESPONDING TO THE EMERGENCY

One ASEAN One Response

One ASEAN One Response is a vision guiding ASEAN in responding to disasters inside and outside the region as one – to achieve the envisioned speed, scale, and solidarity of the response.

The response is activated following a disaster, as a request for assistance is made or an offer of assistance is accepted, by the affected Member State. The AHA Centre is the home and implementer of this concept.

This vision was declared in 2016, following the lessons learned and experiences gained from ASEAN’s response to 2013’s Typhoon Haiyan in the Philippines.
The AHA Centre swiftly began mobilising members of the ASEAN Emergency Response and Assessment Team (ASEAN-ERAT) to gather information on the disasters’ impact and assess the needs on the ground. The Centre also responded by providing relief items from the Disaster Emergency Logistics System for ASEAN (DELSA) regional stockpile in Subang, Malaysia.

On 1 October 2018, the Government of Indonesia requested that the AHA Centre support the coordination for the international assistance for the Central Sulawesi emergency response. As a country prone to disasters, Indonesia has significant experience in, and capacity for, disaster management, including emergency response efforts. However, given the sheer scale and complexity of this emergency, coupled with the divided attention to the Lombok disaster, the Government requested the AHA Centre to help manage the incoming offers of international assistance, including from the ASEAN Member States, ASEAN Dialogue Partners, and other humanitarian partners.

The Central Sulawesi response marked a significant boost for the AHA Centre in its role as the primary regional coordinating agency in the ASEAN region that involved actors beyond ASEAN Member States.

Australia stands ready to support our close neighbours, including Indonesia, prior, during and post disaster events. As part of our commitment to support disaster risk management (DRM) and humanitarian response across the region, Australia is proud to partner with the AHA Centre.

Kirsten Bishop,
Minister Counsellor of the Australian Embassy in Indonesia
People started to rearrange their lives. Following months of an extended emergency and transition period, the Government of Indonesia shifted to the recovery phase on 25 April 2019. This new phase shifted focus from first aid, and search and rescue, to rebuilding the lives of the community.

Although the emergency response period had ended, the AHA Centre’s work continued. As the longer-term recovery phase began to gain traction, the ASEAN community recognised the importance of continuing engagement. Accordingly, it turned to the Government of Indonesia to see where further support was needed.

The 2018 disasters damaged thousands of houses and left hundreds of thousands of people homeless. The Government of Palu City urgently needed assistance to build permanent housing for the affected communities. The AHA Centre quickly acted and offered a partnership. This has greatly helped the government answer the immediate needs of permanent housing in Palu.

Zulkifli
The Head of Palu City Public Housing and Settlement Agency
The ASEAN Village emerged as a continuation of the AHA Centre’s support during the emergency response. It aimed to address the needs of shelters which were the most pertinent gaps in Central Sulawesi. Even in the recovery phase, many people still lived in unhealthy and unsafe temporary housings; therefore, the Government of Indonesia decided to accelerate permanent housing. And the AHA Centre sprightly offered our support.

Due to its vast experience with emergency response, the AHA Centre has learnt to always seek to expand its horizons in terms of strengthening its level of preparedness outside its traditional role. The AHA Centre considered the events in Central Sulawesi in September 2018 as a catastrophe based on their disasters’ categorisation, meaning that the region required more robust support.

Moreover, some ASEAN Member States wished to support the Central Sulawesi recovery efforts and requested that the AHA Centre facilitate the provision of their assistance. Considering the opportunities and necessities of sustainable disaster management after such large-scale disasters, the AHA Centre was, for the first time in its history, called upon to unfold its longer-term role and support a recovery phase.

Adelina Kamal
Executive Director of the AHA Centre
With the shift to the recovery phase, the Government of Indonesia called for immediate action to rehabilitate and reconstruct, with a focus on building temporary (hunian sementara or huntara) and permanent housing (hunian tetap or huntap). Housing plays a crucial role in disaster recovery by allowing victims a private and secure place from which to rebuild their lives, and reclaim a safe and healthy living environment.

Working directly with the relevant government authorities, the AHA Centre responded to the Government of Indonesia’s requests for assistance during the recovery phase through the reconstruction of temporary housing. However, it was later revealed that the Government of Indonesia would prioritise building permanent housing during this period. The Centre quickly adapted its plan to accommodate the change on the ground.

The AHA Centre’s support to Indonesia and its people was finally delivered in the form of the ASEAN Village, or Kampung ASEAN, a complex of permanent accommodation and facilities made possible by the contribution of the ASEAN Member States and partners.
The ASEAN Village in Palu

The first ASEAN Village is in Tondo, around 5km from Palu city centre. It consists of 100 permanent houses, one mosque, and one auxiliary health centre. The whole village is supported with public facilities such as community street, drainage, clean water access and electricity.

### Houses
- **36 (36 m²)**
  - 150 m² lot area
  - 2 bedrooms
  - 1 lavatory
  - made of Conwood material

### Mosque
- **127 m²** praying and ablution area
- **1,217.52 m²** site area
- the first mosque in Tondo I area
- first activity on 9 April 2021, Friday prayer
- total approximate capacity of 855 people
- main building approximate capacity of 155 people
- additional canopies - initiated by the community - approximate capacity of 700 people

**Auxiliary Health Centre**
- **94.10 m²** building area
- **961.63 m²** site area
- the first healthcare facility in Tondo I area
- first activity on 9 April 2021, Posyandu for babies and children
- equipped with medical tools and equipment

**New Homes of Opportunities**

Lessons Learnt on the ASEAN’s Recovery Support of the Central Sulawesi’s 2018 Disasters
The ASEAN Village in Palu was first and foremost a result of the spirit of solidarity between ASEAN Member States, particularly the Philippines and Brunei Darussalam. While the former was still recovering from the 2018 Typhoon Mangkhut, this did not prevent them from showing unwavering support and solidarity to its neighbour. The latter showed remarkable support coming directly from its people and corroborated by its Government.

THE ONE ASEAN VILLAGE

The ASEAN Village in Palu was first and foremost a result of the spirit of solidarity between ASEAN Member States, particularly the Philippines and Brunei Darussalam. While the former was still recovering from the 2018 Typhoon Mangkhut, this did not prevent them from showing unwavering support and solidarity to its neighbour. The latter showed remarkable support coming directly from its people and corroborated by its Government.

By the people, for the people, with the people. In the spirit of One ASEAN, One Response, ASEAN brothers and sisters from other Member States were able to build a shelter for their brothers and sisters in Indonesia, bridged by a strong bond – ASEAN identity and mechanisms, the AHA Centre, and made robust by the Central Sulawesi community’s participation and commitment as its foundation.

Undersecretary. Ricardo B. Jalad
Executive Director, National Disaster Risk Reduction and Management Council and Administrator, Office of Civil Defense, the Philippines
The project also received support from the Government of Australia and Direct Relief, both of which are long-time partners of the AHA Centre. In total, the ASEAN Village received a financial contribution of over USD 1 million.

As part of the priority to provide permanent housing, the Government of Palu City developed a roadmap for the city’s reconstruction. This included selecting relocation centres for the affected communities — especially those living in ‘red zones’, namely areas prone to natural hazard-induced catastrophes. One of the areas chosen was Tondo in the sub-district of Mantikulore, approximately 5km from the city centre.

An area of 22,600m² in Tondo I then became the designated location for the ASEAN Village. The Tondo I area is not only home to the ASEAN Village, but also other permanent housing contributed by donors who collaborated so as to provide faster and broader support for the affected communities.
On 6 August 2019, the Government of Palu City and the AHA Centre signed a partnership agreement. The date also marked the beginning of the Village’s construction process. Based on the agreement, the AHA Centre would commit to building 75 permanent houses. Other basic public facilities and utilities, such as electricity, clean water, road networks, and drainage would be provided by the Government of Palu City. Additionally, the Government was also responsible for arranging the construction site plan and managing the property certificates.

The AHA Centre and the Government of Palu City agreed to use a specific design and materials in order to most effectively maintain the area’s permanent housing standards and avoid any future social impact to the relocated communities. The design and materials were also chosen due to their resilience to earthquakes.
The construction of 75 houses was completed in mid-March of 2020 and virtually handed over to the Government of Palu City on 16 April 2020. Upon the handover, the Government of Palu City gladly received the keys to all houses, and promptly passed them to the selected beneficiaries.

The spirit of solidarity continued to pour from partners and donors, enabling more extensive contributions to the ASEAN Village. On 3 August 2020, the Village reached a milestone with the signing of the Phase II agreement. Acknowledging the needs of the community on the ground, the Government of Palu City and the AHA Centre agreed to build an additional 25 permanent houses.
As the majority of the affected communities were Muslim, the second phase also saw the construction of a mosque supported by the people of Brunei Darussalam – the first in the Tondo I relocation area. Relocating these survivors to an area with a proper place of worship would facilitate their spiritual needs, which in turn would help them recover from their trauma and build their new lives. The ASEAN Village mosque is in a 1,217.52m$^2$ area. The first activity held in the mosque was Friday prayer, which took place on 9 April 2021 and was met with great enthusiasm from the surrounding community. On 10 April 2021, using their own money, the community built canopies to enable more people to use the mosque, as well as to anticipate the increasing needs during the upcoming Islamic holy month of Ramadan. In total, the mosque can hold up to 855 people.

The support from Brunei Darussalam towards the construction of the ASEAN Village is a testament to the solidarity between the people of Brunei Darussalam with the people of Indonesia, signifies the spirit of ASEAN in responding to its fellow member states in times of need, and provides a new beginning for a new community to flourish, thrive and develop.

Puan Hajah Nor Ashikin Johari
Permanent Secretary (Community and Culture), Ministry of Culture, Youth and Sports of Brunei Darussalam
The community was also in dire need of a healthcare facility as the nearest health centre was roughly 4km away. A contribution from Direct Relief, through the AHA Centre, built the first healthcare facility in the area – an auxiliary health centre (Puskesmas pembantu or Pustu) equipped with medical tools, and equipment. It is also equipped with steel grills for all doors and windows for safety purposes. The Public Health Centre (or, Puskesmas) of Talise was appointed as the agent responsible for the ASEAN Village’s auxiliary health centre. This medical facility is 94.10m² wide and is located on a plot of land measuring 961.63m². On 9 April 2021, the auxiliary health centre held its first activity, an integrated health service for children and babies called Posyandu (Pos Pelayanan Terpadu).

The Phase II project was administratively handed over through a virtual ceremony on 7 April 2021. The ASEAN Village in Palu grandiosely stands with 100 permanent housings, one mosque, and one auxiliary health centre.

It was a great opportunity for Direct Relief to be able to assist in the Southeast Asian region, and I expect the partnership to continue to grow stronger over the years. The collaboration with the AHA Centre is one of our key partnerships around the world.

Bhupi Singh,
Executive Vice President and Senior Advisor of Direct Relief
On behalf of BNPB, I would like to thank the AHA Centre for its continued support throughout the emergency response operations and recovery phase for Central Sulawesi due to the earthquake, tsunami, and liquefaction in 2018.

My deepest appreciation and gratitude also goes to the People of Brunei Darussalam, the Government of the Philippines, the Government of Australia, and Direct Relief for their funding support for the establishment of the ASEAN Village.

I hope the cooperation among the ASEAN Member States and their partners will grow stronger throughout the years. Also, I hope we can build resilience and better ASEAN for the people of ASEAN in the future.

**Letjen TNI Ganip Warsita, SE., MM**
Head of the Indonesian National Disaster Management Authority (BNPB)
Although simple, the houses in the ASEAN Village offered a chance for happiness and new opportunities. As per the permanent housing standards outlined by the Government of Indonesia, all of the houses within the ASEAN Village have two bedrooms, one bathroom, and are 36m². Moreover, the houses are all earthquake resistant. While following the governmental standards, the houses still prioritise aesthetics and comfort. The simple but strong houses were thus ready to welcome their new occupants.

In addition to the new houses, the presence of an auxiliary health centre and mosque further readied the beneficiaries to build their new lives. The religious activities conducted in the mosque have helped the beneficiaries forge a new community where they can share and support each other. Moreover, the auxiliary health centre serves to maintain the community’s health.

MAKE YOURSELF AT HOME

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The relocation plans from the temporary shelters followed the first phase handover in April 2020. The Government of Palu City selected 75 families to receive housing at the ASEAN Village. These families then signed a contract with the Regional Disaster Management Authority (BPDP) of Palu City witnessed by representatives of the AHA Centre in August 2020. The beneficiaries agreed not to sell or sublease their new houses to other parties for five years, and granted the government the right to reclaim any house left vacant for three consecutive months.

Some of the selected families chose to relocate immediately, while others decided to wait. The delay was mainly due to the lack of running water in the ASEAN Village and throughout the Tondo I relocation area. Moreover, the construction of other permanent housing in the area also created a hazardous environment during the early months following the handover. Gradually, the ASEAN Village became more vibrant as an increasing number of residents moved in to start their new lives.

Then in April 2021, immediately prior to the beginning of Ramadan 2021, the newest members of the ASEAN Village from Phase II joined their fellow beneficiaries, forming a new community instilled with hopes and opportunities for a better and safer future.
We were at the village mosque, halfway through our Magrib prayer, when a huge earthquake followed by a tsunami completely destroyed our village. My house is completely gone. For the first ten days, my family lived at the mosque before relocating to a tent, then to temporary housing for over two years.

I lost my job as my company closed its operation due to the disasters and the COVID-19 pandemic. Amidst the struggle, we were glad to move to a permanent house; finally, we had our own home. We were among the first residents of the ASEAN Village. We happily witnessed the progress and watched as other residents gradually moved into their houses.

One of the happiest and most touching memories happened when the village’s mosque was finally finished. The atmosphere of the first Friday prayer was extraordinary. We had to set up tents to accommodate hundreds of enthusiastic worshipers.

The residents are very excited and continue to create initiatives to add facilities to the mosque. There are already additional canopies so that more people can worship there. We also have a sound system so more people can hear the call for prayers. We are excited to welcome and celebrate our first Ramadan and Eid, and hopefully many more in the years to come as a community.

Marwan
Part-time labour and resident of the ASEAN Village
The project witnessed a love without borders from a variety of sources. The funds (which exceeded USD 1 million) were proof of the donors’ sense of humanity and solidarity. The donors included the Government and people of Brunei Darussalam, the Government of the Philippines, the Government of Australia, and Direct Relief. In addition to the donors, the ASEAN Village project was also made possible by the close collaboration and coordination with the following key stakeholders: the National Disaster Management Authority (BNPB), the Government of Palu City, and the Regional Disaster Management Agency (BPDP) of Palu City.

**FRIENDS OF THE VILLAGE**

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

**ASEAN**

**Indonesian National Disaster Management Authority (BNPB)**

BNPB is the Indonesian national authority responsible for coordinating the implementation of disaster management activities. During the development of the ASEAN Village, BNPB provided direction and supervision. BNPB is also the host of the AHA Centre and one of the members of the Governing Board of the AHA Centre. The AHA Centre is located on the 13th floor of the BNPB office in Jakarta, Indonesia.

**The Government of Palu City**

The Government of Palu City, led by the mayor, was the AHA Centre’s main counterpart in the development of the ASEAN Village. The government provided the project with land, necessary infrastructure, and public facilities, such as electricity, water supply, road network, and drainage. The Government of Palu City was also responsible for the housing, including selecting the beneficiaries and handling the property certificates.
People and Government of Brunei Darussalam

The support from Brunei Darussalam was made through the Tabung Kemanusiaan Bencana Sulawesi (the Sulawesi Disaster Humanitarian Fund), a whole-of-nation platform established by His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam in October 2018. Overseen by a National Committee comprising of government, non-government and private sector entities, the fund was open for three months (9 October 2018 to 7 January 2019), and provided various ways for public donations, including online platforms through bank or SMS transfers, physical donation boxes in mosques, government buildings and shopping malls, as well as charity activities whereby proceeds can be channelled to the fund. The fund collected a total of BND$545,955.61, and supported the construction of 53 houses in the Village and a mosque to serve the Muslim majority neighbourhood.

Government of the Philippines

The Government of the Philippines through the Department of Foreign Affairs (DFA), in the spirit of One ASEAN, One Response, donated USD300,000 in October 2018 as financial assistance to the affected population brought by the devastating 7.4 magnitude earthquake in Central Sulawesi Province. The Government of the Philippines trusted the decision of the Government of Indonesia to allocate the financial assistance for a sustainable cause and thus, supported the project. Along with Indonesia and Myanmar, Philippines is one of the most disaster-prone countries in ASEAN region.

Indonesia and the ASEAN Village

The BPBD of Palu City is the leading implementer of disaster management activities in Palu. During the development of the ASEAN Village, the BPBD of Palu City provided the most reliable data of the affected communities and ensured the most effective recovery support.

The AHA Centre is the implementer of the ASEAN Village. Working in close collaboration with the Government of Indonesia at national and local levels, the AHA Centre managed and coordinated support from the ASEAN Member States and partners for the construction of the ASEAN Village in Palu. The AHA Centre was established on 17 November 2011. It reports to a Governing Board that consists of heads of National Disaster Management Organisations of the ten ASEAN Member States. It manages a pool of regional responders, called the ASEAN Emergency Response and Assessment Team (ERAT), as well as regional stockpiles of relief items in three locations: Subang (Malaysia), Manila (the Philippines) and Chai nat (Thailand). The AHA Centre is headquartered in Jakarta, Indonesia.

Regional Disaster Management Authority (BPDP) Palu City

Government of Australia

Through the Department of Foreign Affairs and Trade (DFAT), the Government of Australia supported the AHA Centre’s recovery programme by providing cash for the operational costs to build the ASEAN Village in Palu.

Direct Relief

Direct Relief, a non-profit organisation from the United States of America, contributed to constructing the auxiliary health centre in the ASEAN Village. Direct Relief also collaborated with the AHA Centre during the emergency response phase by building latrines in Sigi, Palu and Donggala.

Direct Relief

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We were a newlywed couple. We got married in my childhood home in Pantoloan on 6 September 2018. Two weeks later, my home was swept away by a massive tsunami.

We had to start our new family in sorrow and hardship. For over two years, we lived in a spare room in my husband’s office at a local travel agency in Palu. In 2020, we were selected as one of the new homeowners in the ASEAN Village.

I am very proud of my new home. It is in a safe, comfortable, and quiet neighbourhood. Even better, now it only takes me half the time to commute to my job at Puskesmas Pantoloan.

The opportunity to start a new life and live with a new community has inspired me to offer my services in the area. I plan to open a small health clinic at home to help increase people’s access to immediate health services.

Norjannah
Nurse at Puskesmas Pantoloan and resident of the ASEAN Village
ACING THE CHALLENGES

Almost two years have passed since the AHA Centre rose to the challenge of building the ASEAN Village for displaced communities in Central Sulawesi. Through thick and thin, in between coordinating other emergency response operations in the region during 2019 and 2021, coupled with the complexities resulting from the global COVID-19 pandemic, the AHA Centre has completed the two phases of the village construction project and passed the keys on to the local Government.

Through the accounts of those who worked on the ground from the beginning of the project, as well as from donors, government stakeholders, and beneficiaries, we can determine various best practices for these types of operations. They are as follows.
The AHA Centre’s participation in the recovery phase certainly included several new challenges. The first challenge related to needs assessment. As the available means and data to do so were limited during the recovery period, the team devised the idea of tracking relief aid to observe the actual situation in the affected areas. When the best path forward was not immediately obvious, the team creatively search for ways to optimally proceed. Being part of the recovery effort, the AHA Centre team also joined a series of recovery cluster meetings in order to most effectively understand the needs on the ground and identify the best support approaches.

The team displayed their capacity for agility when preparing standard operating procedures (SOP) and documents for construction projects. There were no previously established SOP and documents as this was the first recovery phase handled by the AHA Centre. The team quickly adjusted the SOP and documents to suit the immediate needs of that time.
Flexibility

The situation in a disaster-affected area is always dynamic and subject to constant change. Thus, it is vital for those involved in the aid programme to be able to adapt to rapid change. The AHA Centre was able to flexibly do so during the planning and implementation of the ASEAN Village.

The first change that the team had to face was the shift in demand from temporary to permanent housing. The Government of Indonesia first asked the AHA Centre to provide support in providing temporary housing. However, after further analysis, the Government decided to accelerate the provision of permanent housing. Out of a desire to accommodate the latest needs for permanent housing, the AHA Centre quickly adapted its plans. The team sought a permanent housing standard from the Government, calculated costs, and started coordinating construction.
The second change happened during a thorough assessment and coordination of the proposed location, where it was found that the ASEAN Village should be built in another area. The changes rebooted the communication and coordination process with the local Government owing to the fact that the new location was in a different administration area. Fortunately, the team's approach and strong support from the local Government successfully streamlined this process.

Other than the change of site plan, the team also needed to change the house specifications to match those of an adjacent housing complex. This decision was taken so as to avoid any future social conflict. The AHA Centre also needed to change the plan from building a small praying house (musholla) into a mosque. This change was made based on the assessment of the needs of the community and the financial support from the people of Brunei. Furthermore, as there was no health facility within a four-kilometre radius, the ASEAN Village project was changed to also include an auxiliary health centre supported by Direct Relief.
Communication and coordination

Effective communication and coordination were prominent factors in the AHA Centre's support of Central Sulawesi. The team maintained clear communication and coordination with various stakeholders throughout the emergency response and construction of the ASEAN Village.

After several donors agreed to fund a housing project for the displaced during the recovery period, the team made interpersonal approaches to the local stakeholders. These approaches succeeded in gaining the full support of the local Government, thereby resulting in a much smoother process of running the project. This efficiency enabled the ASEAN Village to be built upon the land provided by the Government. Importantly, the land was labelled as a safe zone with minimal risks from disasters induced by natural hazards.

Moreover, the communication and coordination also made it possible for the Village houses to be in line with governmental housing standards.

Involvement from and coordination with all parties including the national and local government, communities, and beneficiaries in planning and implementation will make the project sustainable.

Adelina Kamal
Executive Director of the AHA Centre
Staff selection

The project’s success can also be attributed to allocating staff to perform the tasks most suited to them. The AHA Centre’s team on the ground consisted of people highly skilled and experienced in managing disaster recovery and construction projects. The project’s team leader also happened to have had personal experience with a previous major disaster in Indonesia. This personal involvement and prior knowledge created stronger feelings of solidarity with the local stakeholders, leading to greater support.

The AHA Centre’s ground team and the construction workers consisted of a mixture of locals and people from different areas. Involving local people is crucial for contextually engaging with the local network of the project. This engagement is vital to building a sense of belonging and raising the confidence levels of the displaced in rebuilding their lives.

It is also crucial for the staff to be equipped with technical skills and experience, as well as communication and interpersonal skills. These capabilities are extremely important for creating and maintaining meaningful and healthy relationships, and collaborating effectively with various stakeholders.

The warm welcome and support from the community in Palu made me feel at home. I am so proud to be part of the ASEAN Village as we help bring hope and smiles for the people of Palu.

Mirza Muhammad
Project Team Leader of the AHA Centre’s Central Sulawesi Project
Trust, support, and commitment

The AHA Centre continuously received high levels of trust, support, and commitment from the ASEAN Member States, donors, stakeholders, and partners throughout the emergency response efforts in Central Sulawesi. It also received the same from the Government of Indonesia, as evidenced by the AHA Centre’s appointment to manage offers of international assistance during both the emergency and recovery phases.

Meanwhile, the trust and support from the ASEAN Member States and donors took the form of financial aid from the Philippines, Brunei Darussalam, Australia, and Direct Relief. Since the funds came after the emergency period had ended, it was proposed that the AHA Centre should continue working into the recovery period. Although the AHA Centre had never before participated in a recovery period, the donors approved the proposal to build the ASEAN Village.

The ASEAN Village project in Palu was a testament to effective collaboration among the national, local regional, and international community. It was a showcase of a nationally led response, supported by the region and enhanced by the international community. It successfully highlighted the operationalisation of One ASEAN One Response.

Arnel Capili
Deputy Executive Director of the AHA Centre
The second phase of the ASEAN Village project is further proof of the vast trust and support bestowed upon the AHA Centre. Due to the successful completion of 75 houses, donors continued their support by trusting more funds to build a further 25 permanent houses, an auxiliary health centre, and a mosque.

The trust, support, and commitment also came from local stakeholders, which were enhanced by intensive communication and coordination done by the AHA Centre team. The local Government showed their commitment by providing lands, continuous support, and direct monitoring.
Work ethics

The AHA Centre’s effort to meet – and exceed – various stakeholders’ expectations inspired partners to improve their work. As an intergovernmental organisation, the AHA Centre consistently follows the appropriate standards and guidelines. This working practice inspires partners on the ground to work to the same standards. An example of a good working practice is paying close attention to details. In building the permanent houses, the AHA Centre ensured that the final products were sturdy, safe, and aesthetically pleasing. The team also conducted routine reports describing details of the project.

Besides their attention to detail, partners also applauded the speed and precision with which the team responded to various demand, worked on construction, and created progress reports. It was found that, while working on the ground, the AHA Centre also shared knowledge on following guidelines in order to meet the standards of the various donors and stakeholders. This experience was enriching both for the AHA Centre’s staff and their partners.
Crowdfunding

The ASEAN Village was made possible by a direct fund from the citizens of an ASEAN Member State. A large amount of the funds provided by Brunei Darussalam came from its citizens who initiated a crowdfunding campaign to help their neighbours in Indonesia.

ASEAN is one of the most prominent economic societies in the world. The direct support and funding from the citizens of the ASEAN Member States may well become a more sustainable and reliable funding source in the future. ASEAN community crowdfunding is also a realisation of the spirit of the One ASEAN One Response declaration.
During the disasters in September 2018, I lost not only my home but also my source of income. You see, in addition to my work at the BPBD Central Sulawesi, I am also a proud business owner. I ran a small but successful traditional pastry business in Kampung Nelayan, Talise.

The feeling of gratitude that my entire family is safe and enthusiasm to rebuild my business helped me quickly bounce back and get back on my feet. My family started over. We rented a place to live in and restart our business in a new location. Slowly we rose from adversity.

In 2020, we received happy news – we would get a house in the ASEAN Village. We have been renovating the house to make it more comfortable for our family. We can finally live in our own home and have the opportunity to expand our business area.

Yuyun Wahyudin Firman
Staff of BPBD Central Sulawesi, business owner, and resident of the ASEAN Village
LIVING TO LEARN

The construction of the ASEAN Village in Palu has provided an excellent learning experience for implementing similar projects in future. The general feeling of the project among the community and stakeholders is overwhelmingly positive. While there are best practices and positive key points (as discussed above), it is essential to acknowledge which lessons must be learnt in order to grow and conduct even more effective projects in future.

The following are the main recommendations for the AHA Centre, local Governments, and other organisations involved in similar projects in future.

Main Recommendations

1. Leveraging multi stakeholders’ roles
2. Planning and realising a more holistic reconstruction project
3. Building resiliency and disaster literacy at the local level
4. More organised and institutionalised fundraising systems
5. Strengthening local engagement
6. Building a reliable and valid database
7. Capitalising upon the advancement of technology
8. Ensuring land availability and infrastructure readiness
9. Supporting the ASEAN Village as a Disaster Resilient Village
Leveraging Multi Stakeholders’ Roles

Effective disaster management requires collaboration and different types of resources. Therefore, it is imperative to engage with all relevant stakeholders when a disaster strikes in order to have ready access to greater resources for a wider and more significant impact.

BNPB Indonesia acknowledges the importance of involving various stakeholders in the Penta Helix model – communities, government, private sector, media, and academia – for more effective disaster management implementation. An example of Penta Helix collaboration in the context of disaster management can be seen in the text box.

Partnership with multi-stakeholders is crucial for similar projects in future. The partnership initiative could come from both the AHA Centre and the host Government. Mapping and cultivating potential collaboration with multi-stakeholders in the Penta Helix model can facilitate stronger partnerships even before a disaster strikes.

Penta Helix Partnership in Disaster Management

Before a disaster strikes, academia and government, through the latter’s disaster management agency, could provide data and analysis on locations prone to disasters. This data can then be used to create disaster awareness and mitigation programmes to prepare communities to face the disaster. The media, then, takes the role of disseminating disaster awareness and mitigation knowledge to vulnerable communities. Meanwhile, private sector entities play both vital and varied roles in disaster management. They can provide skilled services in the form of technical workforces or in-kind donations of goods and services for preparedness and the emergency and recovery response phases. Private participation can also allow for faster and more efficient efforts when governmental resources are overstretched.
Planning and Realising a More Holistic Reconstruction Project

The ASEAN Village was at first meant to be a project for building homes and communities. A holistic concept was ready for implementation. In this concept, programmes had already been proposed for building communities and with livelihood opportunities for their residents. The team was fully aware that resettlement and reconstruction projects should also be designed so as to enable the beneficiaries to financially support themselves once more and earn stable incomes. Indeed, were the affected community to feel uncomfortable or insecure in their new neighbourhood, they may well return to their original dangerous area. Therefore, supporting the new community to sustain their new lives and stay in their new designated area was an essential consideration.

Nevertheless, as a pilot project of the AHA Centre’s recovery act, realising the holistic village concept was not possible under a tight timeline and resources. For the Palu project, the AHA Centre decided to focus on building houses – the top priority for the Government of Indonesia at the time.

Lessons from the ASEAN Village in Palu indicate that future projects should not solely be limited to construction. As the beneficiaries came from various backgrounds, resettling them in a new surrounding with unfamiliar neighbours was not guaranteed to be a straightforward process. Moreover, the new settlement area could also have possibly led to the affected community losing their jobs. Therefore, a community-building programme that pays careful consideration to livelihood opportunities is necessary. The programmes will help them earn a living and grow a sense of connection and belonging, resulting in solidarity. It will thus reduce the risk of future conflict.
More organised and institutionalised fundraising system

The ASEAN Village project was made possible through the support and generosity of various donors. As the primary ASEAN regional coordinating agency on disaster management and emergency response, the AHA Centre needs a comprehensive mechanism with which to mobilise, and receive and allocate funding.

Furthermore, to engage in broader and larger-scale recovery projects in the future, it is crucial for the AHA Centre — or, indeed, any organisation working on similar projects — to have a more organised and institutionalised fundraising system. The more robust the system, the more funding the AHA Centre can gather and manage.

The crowdfunding experience from the generous people of Brunei Darussalam for the ASEAN Village in Palu is also a best practice that can be strengthened, replicated, and scaled up in the future. A reliable and transparent system that allows for direct public involvement in providing disaster-related funds should be a key consideration for future development.
Building Resiliency and Disaster Literacy at the Local Level

Strong disaster management relies on the level of preparedness among communities and local Governments. It transcends simply having efficient emergency services and rapid response units during the severe phase of a catastrophic event. Indeed, it should also focus on building communities’ disaster literacy and improving their resilience so as to be more equipped to manage, survive, and recover from disasters.

The sharing of knowledge and experience among communities and stakeholders is vital for building resiliency and disaster literacy. The AHA Centre, the national and local Governments, and other key stakeholders should closely collaborate so as to promote knowledge and experience sharing between communities and stakeholders. It is absolutely essential to build upon the most dependable examples of risk reduction.

In addition, a series of disaster literacy and management training programmes can also be adopted for local Governments and other relevant local stakeholders that have vital roles in managing disasters. This will help equip them with updated skills and information.

The local Governments can also seek to develop disaster centres and learn from the AHA Centre’s Emergency Operations Centre (EOC), which serves as the central location for monitoring disasters and coordinating ASEAN’s collective response.
Strengthening Local Engagement

Lessons from the project implementation show that one must not solely rely on a strong partnership with the local Government, but instead engage with more local partners on the ground, such as civil society organisations (CSOs). While the AHA Centre originally intended to involve local CSOs to integrate community and livelihood support as part of the ASEAN Village project, time constraints and limited resources prevented this original intention in the Palu project.

Engaging reliable and credible local CSOs will benefit the project’s implementation in the following ways:
Local CSOs can enrich reconstruction recovery projects by complementing the physical constructions with community and livelihood support. Engaging local CSOs in Palu’s ASEAN Village may support the process of fostering a sense of community and creating employment opportunities. For future implementation, it is worth noting that the early and continuous engagement of local CSOs in supporting reconstruction projects with community building and livelihood programmes will be an option to ensure holism and sustainability.

Engaging with local CSOs will help the AHA Centre expand its resources. Local CSOs tend to have more extensive networks in the regions they operate with the stakeholders and partners on the ground, such as vendors, private sector representatives, and other stakeholders. Simply put, they know where to source the resources locally.

Partnerships with CSOs are cost and time-effective. They are already located on the ground, meaning that they can work faster than those in the headquarters. The cost of team relocation can also be reduced.

Working with local CSOs will also help channel power and resources to local partners. There will be a transfer of knowledge on working with the AHA Centre’s standards throughout the project implementation process. This will also help nurture more partners towards improving experience and skills.

While pursuing engagement with local CSOs, the AHA Centre and other relevant organisations should maintain a strong coordination with local Government (as well as other relevant stakeholders – see below). This will help streamline the implementation, widen its impact, and ensure the project’s sustainability.
Building a Reliable and Valid Database

Having a reliable and valid database is another relevant recommendation for future recovery reconstruction projects that ought to be considered by the AHA Centre, local Governments, and the appropriate agencies and stakeholders. It is worth noting that the content of the database, how the data are obtained, and which data each stakeholder needs might vary between partners and stakeholders. Again, the Penta Helix model where different stakeholders work together can also apply in data gathering, analysis, and management. The following are examples of the types of databases needed for similar disaster management projects:
Mapping out disaster-prone areas can help plan mitigation and preparedness actions. Furthermore, this practice would also help prepare action plans and calculate how much funds are needed during the emergency and recovery phases. Doing so would allow resources to be managed more effectively, and any planned projects can be executed faster.

It is important to have a database of human resources with the capacities and capabilities needed to work in certain disaster management projects. Recruiting personnel for an affected area is time-consuming. Early identification and recruitment will ease the hiring process for similar projects in the future.

Another significant database to create would pertain to potential partners and stakeholders to involve in disaster management. The roster would include reliable local CSOs, vendors, and private sector partners with vital interests and commitment in the field.

A solid and updated database on properties and their owners is key for ensuring that aid can reach the right target. The database will help smoothly verify data on property loss.
Furthermore, the suggestion to create a more reliable and valid database is related to, and followed by, the recommendation to capitalise upon technological advancement.

For local Government, the use of technology can increase a project’s effectiveness and efficiency for the following reasons:

» Technology will help in more rapidly searching and validating data. For instance, when disaster victims lose their proof of ownership, stakeholders can locate updated data to verify the information more quickly and reliably.

» Wider and effective use of technology can also provide more reliable data concerning damage to housing, public facilities, and infrastructure. Data can help more accurately calculate rehabilitation and reconstruction needs, which will expedite the overall recovery of the disaster-affected communities.
The use of technology goes still beyond these reasons; an example of this can be learned from the AHA Centre’s Web Emergency Operations Centre (WebEOC) – see the below text box. In this regard, technology is important due to the following reasons:

» Technology enables more people to see the progress of each running project. Reported improvement in real-time will help boost transparency and gain greater trust from donors, beneficiaries, and stakeholders.

» In using technology, each partner and stakeholder can have a platform to read reports, and share the knowledge and lessons learnt. This way, capacity-building opportunities are provided for those involved in the projects.

» When the platform is open to the public, it serves as a communication channel to help inform people of disaster management projects. In turn, it will be beneficial in raising awareness, and supporting stakeholders and their issues.

Learn from the AHA Centre’s WebEOC

The AHA Centre provides an online platform called the Web Emergency Operations Centre (WebEOC), which activates when a disaster strikes.

The WebEOC, allows the ASEAN Member States to monitor situations on the ground live, based on the information fed by the National Disaster Management Organisation (NDMO) of the affected country and the AHA Centre field teams – including the ERAT. Other ASEAN Member States can then post offers of assistance to the affected country. Similarly, the affected country can post requests for assistance in the WebEOC, and other Member States can immediately respond.
Ensuring land availability and infrastructure readiness

Land availability is fundamental to recovery from disasters. Despite this importance, it is among the most prominent issues emerging during disaster recovery projects. Ensuring the availability of safe and legal land facilitates the transition from emergency relief to sustainable development. This recommendation is particularly crucial to stakeholders responsible for managing community housing and settlement, such as the local and national governments of the affected country.

For such disaster-prone areas as Indonesia, it is essential to identify and manage sufficient land for evacuation and relocation in case disasters strike. When an area is already available for evacuation and relocation sites, emergency response and recovery projects can be conducted more quickly and effectively.

Moreover, when implementing a recovery reconstruction project, it is essential for the concerned government and other appointed stakeholders to ensure that all supporting infrastructure and facilities (water, electricity, roads, drainage systems, etc.) are ready and capable to meet people’s basic needs. Most resettlement areas are empty plots of land with limited, or even no, prepared facilities.

As many affected communities might have minimal resources with which to provide these basic facilities, all relevant stakeholders, including humanitarian organisations and governments, must work together to ensure that the facilities are ready at the same time as the houses.
Supporting the ASEAN Village as a Disaster Resilient Village

Disaster management efforts should have a strong community foundation. To set an example for wider communities, the government of Palu City, supported by BNPB and other key stakeholders, could adopt the ASEAN Village as a Disaster Resilient Village (Desa Tangguh Bencana).

The notion of a Disaster Resilient Village is a Government of Indonesia’s initiative designed to link its national disaster management policies to the community. It refers to villages with a strengthened ability to recognise threats in their area and organise community resources to reduce vulnerability and increase capacities for mitigation. This is manifested in development planning, which includes prevention, preparedness, disaster risk reduction, and capacity building for post-disaster recovery.

Selecting and supporting the ASEAN Village as a Disaster Resilient Village can help ensure its sustainability. Furthermore, it will help establish the ASEAN Village as a role model for other communities in the province, the country, and throughout the ASEAN region.
Dry and wet seasons come and go, and the ASEAN Village now bustles with people building their new lives. United both by tragedy and the will to recover, they try to build a new community.

The new mosque has hosted numerous prayers, including the holy Eid Day prayer. Those who have prayed there recounted how the mosque imbues feelings of peace and solemnity. Standing atop a hill, the mosque is a perfect place to experience serenity while praying. The auxiliary health centre is now operational, meaning that those requiring primary care no longer need to travel far.

The whole village is surrounded by an atmosphere of excitement and hope. May the communities continue to grow, may those involved in the project learn from their experiences for the better.
NEW HOMES
OF OPPORTUNITIES