UNIVERSITAS INDONESIA

MAINTAINING EFFECTIVE COLLABORATION IN DISASTER RESPONSE EFFORT

THESIS

FRIDA SILVIANA SAMOSIR
1006793504

MAGISTER OF MANAGEMENT
MM MBA
FACULTY OF ECONOMIC
UNIVERSITY OF INDONESIA
2012

UNIVERSITAS INDONESIA

MAINTAINING EFFECTIVE COLLABORATION IN DISASTER RESPONSE EFFORT
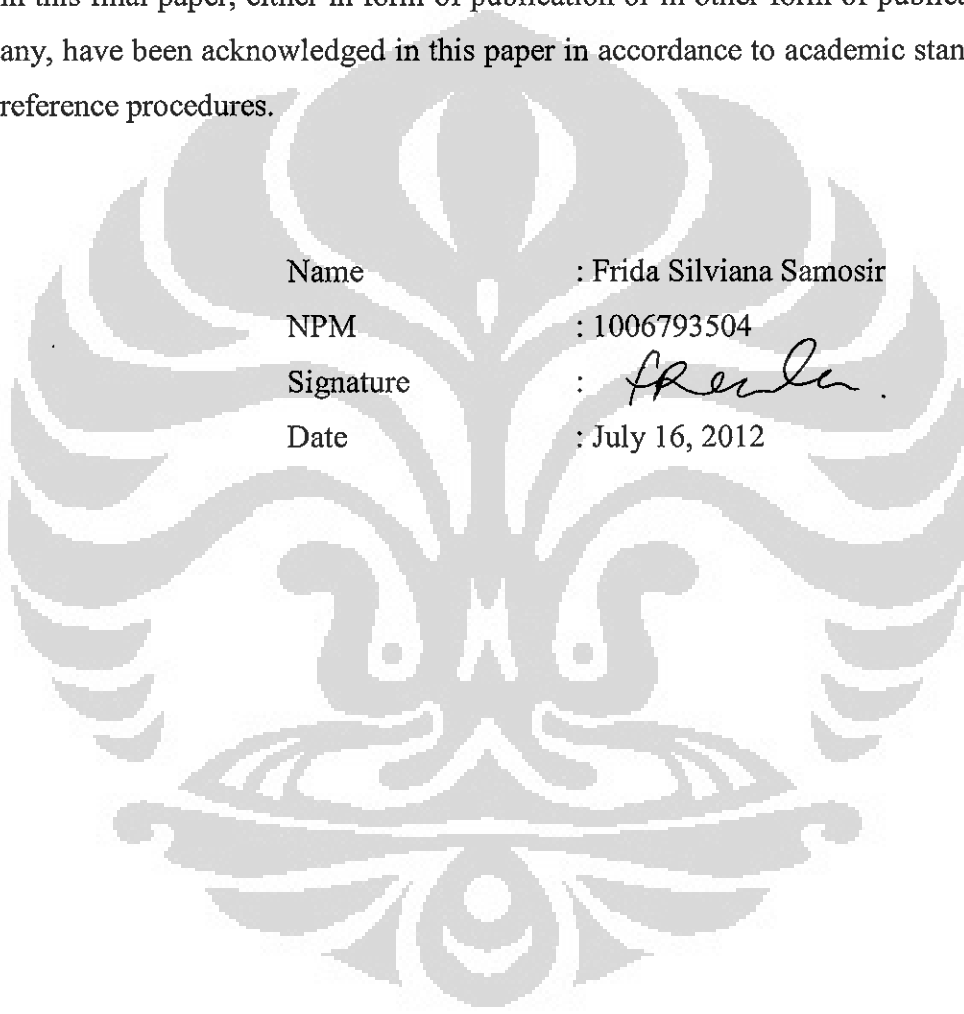
THESIS
Submitted to fulfill one of the requirements to obtain degree of Magister Management

FRIDA SILVIANA SAMOSIR
1006793504

MAGISTER OF MANAGEMENT
MM MBA
FACULTY OF ECONOMIC
UNIVERSITY OF INDONESIA
2012

STATEMENT OF ORIGINALITY

This final paper represents my own effort, any idea or excerpt from other writers in this final paper, either in form of publication or in other form of publication, if any, have been acknowledged in this paper in accordance to academic standard or reference procedures.
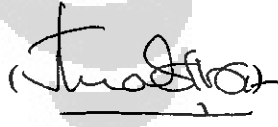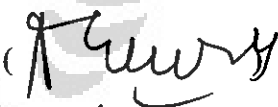
Name   : Frida Silviana Samosir

NPM   : 1006793504

Signature   :

Date   : July 16, 2012

LETTER OF APPROVAL

Proposed by   :

Name   :   Frida Silviana Samosir

NPM   :   1006793504

Study Program   :   MM-MBA

Title   :   **MAINTAINING EFFECTIVE COLLABORATION IN DISASTER RESPONSE EFFORT**

Has successfully presented the thesis in front of the Board of Examiners and has been approved as one of the requirements to achieve the title Magister Management (MM) and Master of Business Administrations (MBA) in Magister Management Study Program Faculty of Economy, University of Indonesia.

BOARD OF EXAMINER

Counselor   :   **Thomas H. Setjokusumo, S.E., MBA** (   )

Examiner   :   **Dr. Ir. Tengku Ezni Balqiah M.E.** (   )

Examiner   :   **Dr. Mohammad Hamsal MSE., MBA** (   )

Place   :   **Jakarta**

Date   :   **July 16, 2012**

ACKNOWLEDGMENT

Thanks to God for His blessing in giving the researcher strength to finish this thesis. I would like to express my sincere gratitude to individuals who have given me supports on obtaining the Master Degree and completing this thesis.

My Advisor , Pak Thomas Secokusumo, for his time and guidance.

My Classmates of MBA 2010 for their support to make the classes into a beneficial environment of study, Made, Ira, Ludwi, Pak Erry, Teh Elly, Amelia, Febry, Fan-fan, Pak Hans, Edwin, Yodi, Adel, Alicia, Tiwi, Anditya, Seno, Pak Anton, Ario, Desta, Erwin, Fanny, Pak John, Uci, Muchammad, Novi, and Rangga.

Thanks to my Supervisor and solid team of Resource Management at WBOJ office for their support backing up my daily works while I am away for the exam preparations time after time.

MDF team both in Aceh in Jakarta for their help in gathering information needed for this research.

Most of all, I would like to thank my families and close friends for their tremendous supports, understanding, and views in my effort getting my Master Degree and completion of the Thesis.

Hope this study can provide contribution of knowledge to anyone who reads it.

Jakarta, July 16, 2012.

Frida Silviana Samosir

LETTER OF AGREEMENT TO PUBLISH THE THESIS FOR ACADEMIC PURPOSE ONLY

(Individual Assignment)

As a member of society of academicians of University of Indonesia, I have agreed as stated below:

Name : Frida Silviana Samosir

NPM : 1006793504

Study Program : MM-MBI

Faculty : Economy

Assignment type : Thesis

On behalf of science development, I have fully agreed to give the **Non-exclusive Royalty-Free** of the thesis to the University of Indonesia which titled:

MAINTAINING EFFECTIVE COLLABORATION IN DISASTER RESPONSE EFFORT

Along with any related materials if needed.

With this Non-exclusive Royalty Free Right, University of Indonesia has the right to keep, transform and manage in forms of database, distribute and publish it in the internet and other media as well for academic purpose only, even without permission as long as my name is mentioned and included as the sole writer and as the copyright holder.

Any form of lawsuit which possibility occurs in the future event considered as copyright violation of this thesis will be my personal responsibly.

Sincerely I declare the statement above is true indeed.

Declared at Jakarta,

On July 16, 2012

(Frida Silviana Samosir)

ABSTRACT

Name   : Frida Silviana Samosir
Study Program   : Magister of Management – Master of Business
International
Title   : Maintaining Effective Collaboration in Disaster Response
                    Effort

The natural disaster is something inevitable and sometimes unpredictable. Disasters bring destructive impacts in all aspects of human live. Not only the enviroment, but also to the human resource itself, the infrastructure and the economic activity within the affected area. There is the need to do the recovery on these sectors to help the victims to gain their normal live back. This recovery effort involves many level of different expertise from many different sources. With many entities trying to help working together, there is possibility of conflict to happen. The potential conflicts can prevent the effort to reach its optimum results, make the efforts relief overlapped, sup-par result or possibilities of wasting the available resources resulting from the conflicts. There are 5 ways of handling conflicts that happens. The methods are avoiding, accommodating, competing, compromising, and collaborating. Is collaboration the ideal way for disaster response on managing the interest of the multi players on the fields and to make the best use of the resource provided? The study takes 5 major natural disaster for example, which are Aceh earthquake and tsunami, Hurricane Katrina in New Orleans, Nargis cyclone in Burma, earthquake in Haiti and tsunami in Japan. Collaboration shows to be the most effective way on relief effort but needs to be adjusted concerning the conditions. It is also important to build sense of ownership amongst the stakeholders, the policy dissemination and the certain level of flexibility in its implementation, and to enhance good communication flow in the form of collaboration.

Key words:
Relief effort, Natural Disaster, Collaboration, Conflict Management, Effectiveness, Nonprofit Organization, Aceh
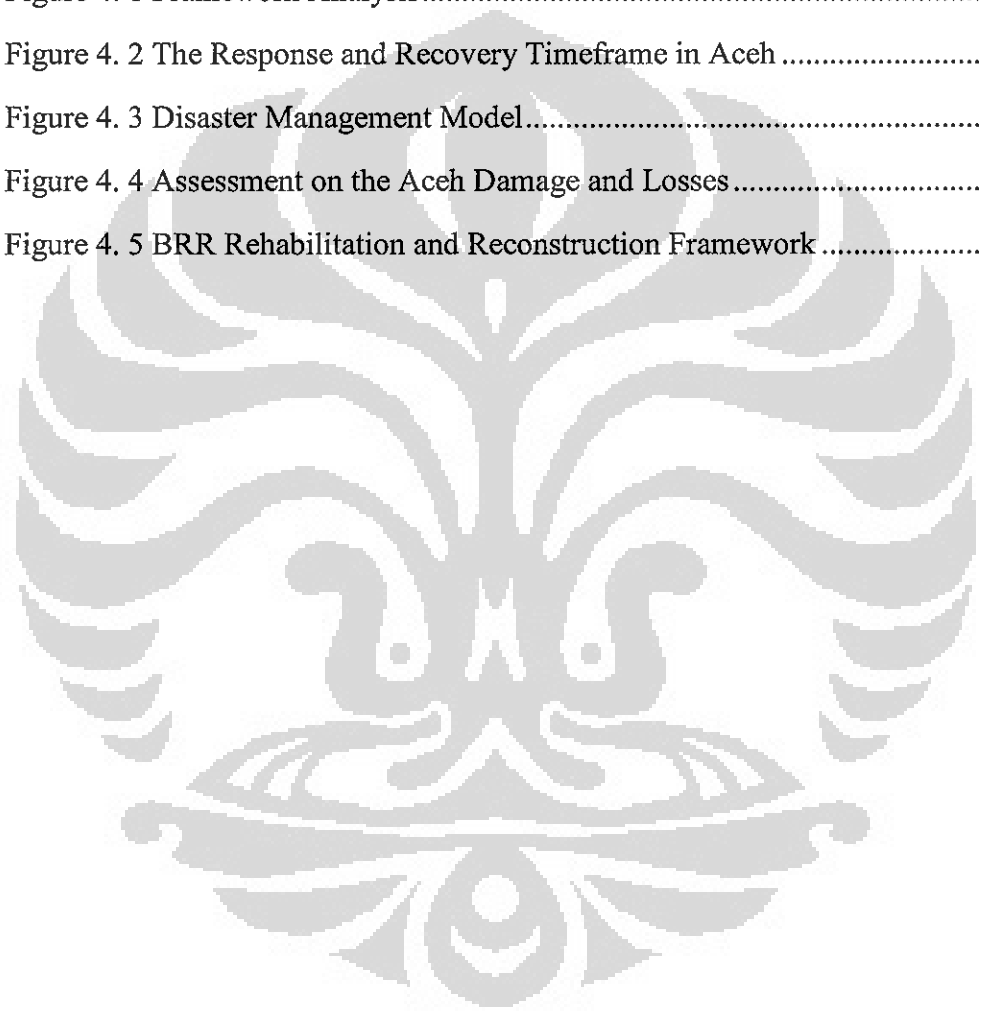
TABLE OF CONTENT

TABLE OF FIGURES

LIST OF TABLES

CHAPTER 1
INTRODUCTION

1.1   Background

Natural disasters such as earthquakes, volcano eruptions, and tsunamis cause great loss and suffering. Communities face sudden loss of income due to destruction of infrastructure, livelihood and often shelters. This puts pressure on governments and international relief organizations to quickly and effectively respond to those who are mostly affected. Delivering aid after a natural disaster to those in need in form of response activities must be quickly set into motion.

Disaster recovery can be divided into four periods (Haas *et al*, 1977) which are emergency period, restoration period, replacement reconstruction period, and commerorative, betterment, and developmental reconstruction period. The rehabilitation and reconstruction relief efforts require participation of many players and stakeholders because it is rather difficult if not impossible for a single institution to take on the entire task. The larger the scale of destruction, it is that much harder to ignore the need for more expertise to cover the complex challenges of reconstruction.

With numerous stakeholders, however, the challenge becomes more complex as each stakeholder may have its own mandate and/or preferred goals. This can naturally result in disagreement and conflict. (Daft, 2000) Differences in goals, backgrounds, and tasks are necessary for organizational excellence, but these differences can also throw groups into conflict. Not resolving such conflicts between disaster response stakeholders such as governments, international donors, civil society institutions and the private sector may result in the overall relief effort and assistance not being delivered timely. In addition, there can be less than optimal coordination and unnecessary waste of limited resources as a result of duplication of efforts from misguided competition. As such, the stakeholders have to think of a viable strategy to manage the potential conflict that may arise and ensure that relief efforts do not go off track.

While competition in the private sector can be healthy and result in better products and prices for consumers, it would perhaps not be the best conflict resolution strategy in disaster response efforts. Compromise may work better but each entity will have to sacrifice something. On the other hand, collaboration would perhaps work in the best interest of the affected people but the need for time consuming consensus between stakeholders can be a challenging risk. Common objectives are more likely to achieve with collaboration. Despite the risk, collaboration can indeed be an effective and essential strategy for disaster response.

The outcome of private sector companies is usually profit and revenue which are easy to quantify. However for government and disaster response entities, the desired result and stakeholders' expectation is for satisfaction and this is much more difficult to quantify. Non-profits generally operate at the risk that a project is not proven to be successful, and they lose credibility. It becomes critical in such organizations how they are structured and managed so that project implementation (relief efforts for disaster response entities) is conducted with the satisfaction of stakeholders.

Natural disasters can hit anywhere and do not discriminate between so called developed countries and developing countries. This study is reviewing recent large scale natural disaster relief efforts around the world in the past decade, and comparing and analysing the response methods used and its varied outcomes – from reasonable success to utter failure, seen interestingly in both developed and developing countries.

1.2   Problem Identification

When natural disasters strike, governments come under immense pressure to assist those who are affected quickly. There is also an outpouring of support coming from people all over the world, financial as well as in-kind. The challenge faced by disaster response entities is putting into use these large sums of money quickly and for intended purposes, with the satisfaction of all stakeholders. (Daft, 2000) Differences in goals, backgrounds, and tasks are necessary for organizational excellence, but these differences can throw groups into conflict. This is also applicable to disaster response entities trying to collaborate.

(Rubi *et al*, 1994) A conflict is a naturally-arising side effect of the collaborative process which can be described as a perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously. Without proper coordination with all stakeholders, however, efforts can be unnecessarily duplicated and/or end up being sup-par due to lack of technical expertise or ownership. In the worst case scenario, valuable resources can even go to waste due to miscalculation and misdirection of demand.

Given the characteristic and the operational challenges it faces, disaster response entities working with large funding require a management approach that ensure accountability more than any other non-profit or commercial counterparts. This means the system should enable them to cope with strict audits, full transparency in processes, in addition to systematic monitoring and evaluation of performance.

Our contention is that the collaborative model which is effective in disaster response situations and satisfies the needs above.
Question that may arise however is whether collaboration is ideal for all disaster response efforts?

1.3   Objective

This thesis aims to answer the above questions by:

a. Analyzing effectiveness of methods used in the relief effort

b. Analyzing the collaborative model for disaster response

c. Identifying which areas may need improvement or modification

1.4   Theoretical Framework

The following theories will be used for guidance:

a. Conflict Management Theory

b. Organizational Theory

c. Disaster Management Theory

1.5 Research Method

The study will use a qualitative approach with desk research and interviews as the tools, as an indicative measure rather than representing the population. The

interview will focus on the process of collaboration in disaster response efforts and the satisfaction of the stakeholders.

The methodology of research will be:

a) Literature Review (gathering secondary information) :

- The research field is on the areas that had hit by natural disaster in the last 10 years in various locations. Those are:
    - Earthquake and tsunami in Aceh in 2004
    - Hurricane Katrina in United States in 2005
    - Nargis Cyclone in Myanmar in 2008
    - Earthquake in Haiti in 2010
    - Earthquake and tsunami in Japan in 2011.

What are the responses to the disaster and what are the outcomes. The research takes in-depth study on collaborative relief effort in Aceh as example.

- To understand non-profits organizations and the stakeholders
- Reports on Aceh projects from several sources (Bappenas, World Bank, ADB, and European Union website).

b) Qualitative approach (In-depth interviews):

- Content analysis
- The demographic areas of participants are in Aceh and Jakarta. Aceh is the location most of the activity of recovery from the big earthquake and tsunami. And Jakarta where the Central Government of Indonesia and Donors are operating. Due to time limitation, interviews will be limited to 12 individuals.
- All 12 interviewee have direct involvement in the disaster response in Aceh after the tsunami and some had experienced the partnership on disaster response effort in the Aceh projects.
- All 12 participants have direct involvement in the emergency, rehabilitation and/or reconstruction projects in Aceh.
- The participants are:
    - 2 persons represent the Donors
    - 2 persons represent the Central Government Representatives (both former member of BRR and Bappenas)

- 2 persons represent Provincial and District Government of Aceh
- 2 persons represent International Institution
- 1 person represent the Non-Governmental Organization
- 2 persons represent the Direct Beneficiaries of the projects in Aceh.

- The focus of the study is to answer the questions: Whether Collaboration is a one-fits-all method for managing interest of multi stakeholders in disaster relief effort? To develop the understanding of the answers to these questions, researcher is using the questions as follows:

  o What kind of partnership involved in relief effort?
  o What are the challenges and how to manage it?
  o How is the collaboration in practice within the projects?
  o What are the challenges?
  o If there is conflict, how to manage the challanges or conflicts to get the concessions? What are the facilities to overcome the difference interest?
  o What are the differences between the methods?
  o What is the expectation from the process?
  o What is the opinion of the result? Was the objectives met the expectation?

Different type of questions asked to the direct beneficiaries.

  o What is the benefit received from the project?
  o Were you involved in the project?
  o Was the result met the expectation?

- The interviews were audiotaped. The researcher reaffirmed to remain the confidentiality of the participant's identity. The participant was aware of the recording of the conversation and had permit the researcher of doing so. The list of the name of participants was changed into number from R1 to R12. The researcher keeps the list and will not let the other party to have access to it except the researcher.

- The recordings were trancribed by professional transcriptionist.There are few edits made by researcher as to the name of the institution and names of the participants. This edit is merely to keep the name of the institution and participant remain confidential. The name of instituion was changed XYZ and name of particiapant was changed to Mr or Mrs R1 to R12.

- The Appropriateness of the Design: (Moustakas, 1994) "To achieve this understanding of the phenomenon, the consideration and reconsideration of the phenomenon through a reflective process provided clarification of the meaning of that phenomenon". (Symon *et al, 1998*) "The advantages of observation method are they are said to be less obstrusive because the researcher is less likely to influence the data collected, can lead to greater depth of data collection from client system, suitable for longitudinal studies which can examine changes taking place".

1.6 Writing Schematic

Chapter 1. Introduction

This chapter will describe the background of the study, the problem identification, theoretical framework, and the research method.

Chapter 2. Conceptual Framework

This chapter will explain the theoretical framework used in this study, which include Conflict Management Theory, Organizational Theory, and Disaster Management Theory.

Chapter 3. Case Profile

This chapter will describe recent large scale natural disasters in the world and their response efforts and the outcomes respectively.

Chapter 4. Analysis

This chapter will analyze the methods used in the recent large scale natural disasters in the world and why their respective response efforts may have succeeded or failed. It will also analyze the implementation of collaborative management system in Aceh.

Chapter 5. Conclusion and Suggestion

This chapter will cover the conclusion of the analysis in Chapter 4 and suggestions which may be useful in tackling disaster response.

Bibliography

This chapter contains the list of books, official reports, working paper, and other resources used as references for writing this study.

Appendices

CHAPTER 2
CONCEPTUAL FRAMEWORK

2.1 Conflict Management

Some specific organizational characteristics can generate conflict. Conflict is a natural and inevitable outcome of the close interaction of people who may have diverse opinion and values, pursue different objectives, and have differential access to information and resources within the organization. (Leung and Tjosvold, 1998) In conflict, the two parties are behaving in such a way (interfering, frustrating, obstructing) that the actions of one party make another party's action less effective.

When the potential conflict has identified, it is easier for the entity to manage it. According to Daft (2000), sources of conflict and their examples in disaster relief effort would be:

- Goal incompatibility: the achievement of one department's goal can interferes with another department's goal.
- Differentiation: differences is cognitive and emotional orientations among managers in different functional department.
- Task interdependence: the dependence of one unit on another for information, resources, or materials.
- Limited resources: money, physical facilities, staff resources, and human resources to share amongst department.

The challenge is how to overcome the conflict in order to make sure the intended goals are achieved. Failing to do so can lead to waste of time and resources. By identifying a potential conflict the decision maker will have a clearer idea of what is the action to take in effort of managing it. This will help to focus on the problem solving instead possibly of wasting valuable time and resources.

The five different modes for responding to conflicts (Kilmann, 2002) are as follows:

a. Competing: Assertive and uncooperative.

This is a power-oriented mode. Competing means standing up for your rights, defending position you believe is correct, or simply trying to win. This is best implemented when quick action is vital. There are people taking advantages of noncompetitive behavior. Emergency and important issues need to implement unpopular actions such as cost cutting in an organization or a project. However, in the long run the competing method does not facilitate best the interests of all parties since in this case only one who will be the winner who gets all the advantage from the decision. Each party would think their plan is the correct one and will implement it right away without having it consulted with other parties.

b. Accommodating: Accommodating is unassertive and cooperative.

This method is the complete opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. This method also allows you to reposition yourself better when you err to the wrong side of the matter. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. This behavior may happen if there is one party has superior power and the other is trying to build social credit for a later time or think that the issue is more important to the superior party. However, if there are more then one party who have interests on the issue, this method would not help to get the group to get the optimal outcome of resolving issue.

c. Avoiding or withdrawal:

Avoiding is unassertive and uncooperative as well as retreating from potential or actual conflict. With avoiding, a person neither pursue his or her own concerns or those of the other person. He or she does not deal with the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, being indifferent or simply withdrawing from a threatening situation even though there is a need to take a position. Avoiding can be done if

you feel like needing more time to solve the problem and you are lack of necessary power or influence in the resolving the conflict.

There is no resolution made in this strategy because the party would say that they disagree but walk away from the problem and does not try to resolve the problem. If the strategy is implemented by one of the party in a disaster relief effort, this would result in a negative outcome for the affected people. If the avoiding party leaves the power to other party to decide, then the decision can be reached quickly but may not be satisfactory by the party who withdraw. However, depends on the situation, if other parties decided to wait for concession from all parties, there may be a delay in action which may put many peoples lives in danger.

d. Compromising: Intermediate of both assertiveness and cooperativeness.

The objective is to find an expedient, mutually acceptable solution that only partially satisfies each parties. Compromising falls on a middle ground between competing and accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. (Kayser, 2011) The people involved in compromise are each concerned with evading an outcome of personally not gaining anything from the interaction. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-groundposition rather than going into a win-lose condition with the risk of getting nothing. The method is suitable if there is a need for a temporary settlement to complex issues, to arrive at expedient solutions under time pressure. This goes well on taking decision that is moderately important but does not have impact in long term and doesnot worth long planning. However, if the plan is to build a community or a city, this method would not meet all parties' desires because one party will have to sacrifice in order to achieve concession which mostly was driven by parties with more power.

e. Collaborating: Is both assertive and cooperative.

The collaborating is the complete opposite of avoiding. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It means digging into an issue to identify the underlying needs and wants of the individuals involved to learn and to find a creative solution to solve and meet their needs. The collaboration method's

objective is to find an integrative solution when concerns of the parties involved are too important to ignore or to be compromised. All parties are not just trying to work together but they also create purpose and meaning for the greater cause. Problem and conflicts have been seen as challenging factors. (Condiffe, 1995) This means finding the situation where all parties can win. By merging the interest and insight from all parties with different perspectives, the group or organization can gain commitment by incorporating concerns into a concencus.

Figure 2.1 Thomas Kilmann Conflict Modes

Source: Thomas-Kilmann Conflict Modes, wordpress.com

2.2 Organizational Theory

(Daft, 2007) The collaborative network is an emerging alternative to resource-dependency theory. Parties are joined together to become effectively make use of the scarce resource. Collaborating give several benefits as reducing costs, sharing risks with others, and enhancing performance.

(Kayser, 1994) Collaboration defined as an efffort among groups of people, both formal and informal, to produce outcome or to produce outcome or to accomplish mutual goal. (Crammer, 1998) People who create and implement the plan, set priority and mutual goal.

There are ingredients required for collaborative partnership, the structural and the behavioral. These are the key points that will support the success and should stand within the process of collaboration (Kayser, 2010).

The structural ingredient is the driver of the collaborative effort and the behavioral ingredient is the core values that each group should posses to maintain the success of the collaborative process.
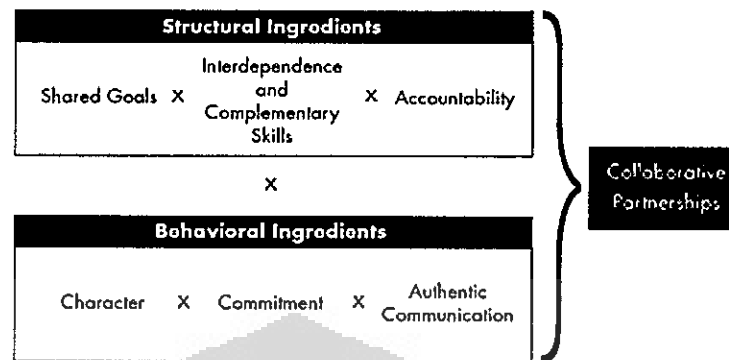
Figure 2.2 The Ingredients of Collaboration

Source: (2010) Kayser Six Ingredients of Collaboration

Structural Ingredients:

1. *Shared Goals*: The shared goals should align with desire and objective of each partner;

2. *Interdependence and Complementary Skills*, all parties depends on each other's knowledge, experiences, skills, abilities to achieve the goals and each stakeholder is contributing different value to the project to pursue an opportunity to that will improve the organization;

3. *Accountability*, when each partner should embrace the dimension of accountability for the results they collectively produce and has intention to strenghten themselves to be stronger partners.

Behavioral Ingredients:

1. *Integrity*, that all members have set of moral compass that sets clear parameters for what one will and will not do;

2. *Commitment,* willingness to commit themselves to a engaging the shared goal and put forward the common goal over their own interest;

3. *Communication*, communication should be a transparent, nonjudgmental, and nonevaluative one. This requires the hearing session which is listening closely to each other's concerns.

The success of the collaborative approach depends on the willingness of both parties to cooperate. (Condiffe, 1995) One of the aims of the good conflict management is to develop relationships within important contexts where conflict might happen.

The phases of collaborative conflict management are:

1. *Define the issues/problem*: Getting the clear picture of the problem. Each party states their views of what they think are the issues or problems. This process demands all the listening and assertiveness skills. Parties can open the exchange by establishing a rapport in which these can be expressed. Rapport can be achieved by statements or questions.

2. *Concentrate on Interests Not on Outcomes*: The focus is not only to simply ask the reason behind the interest of each parties, but also to explore the objectives of the other party to prevent the group from having premature conclusions.

3. *Generate Options*: The simple way to develop numbers of options is probably by brainstorming. With brainstorming, a group can develop ideas of how to solve the problems in through several ways. (The critical points are to withhold criticism of the ideas generated and to welcome unusual and 'out-of-the-box' ideas.

4. *Select the Option(s) and Implement*: It is necessary to arrive at agreement on which options are appropriate and how they will be implemented. This steps includes the details seggregation of duties of each party on what are their roles and responsibilities, and the deadline.

5. *Evaluate*: This step is to evaluate on the implementation and follow up actions to make necessary improvement.

2.3   Disaster Management Theory

The Disaster Management Continuum Model (Bappenas, 2009) consists of 2 stages of managing which are Risk Management and Crisis Management.

The process in this model is a continuous model. The starting point can be from before the disaster happens up to the emergency action and development taken in responding the disaster or from when the disaster strikes and the risk management plan is the result from the lesson learned after the disaster.

According to BNPB (2010) the processes are:

a. Risk Management:

- Mitigation: is a series of efforts that include formulation of risk sensitive development policies, disaster mitigation activities, disaster emergency response and rehabilitation

- Preparedness: is a series of activities implemented to anticipate disaster through the organization of training and other appropriate and effective measures.

- Early Warning: is a series of activities implemented to provide an immediate warning to the community related to the potential of a hazard occurring in a certain place by the authorized agency.

b. Crisis Management:

- Emergency Response: is a series of activities implemented immediately after disaster to deal with the adverse impacts of disaster, which include search and rescue, evacuation, protection of assets, fulfillment of basic needs, protection, management of evacuees, and emergency recovery of public infrastructures and facilities.

- Assessment: is the potential losses incurred by a hazard in a certain place and certain time that may take the form of lost lives, injury, sickness, lives threatened, loss of security, evacuation, damage or loss of assets and disruption to community's activities.

- Rehabilitation: is the repair and recovery of all public service aspects to a sufficient degree in disaster-affected areas with the primary objective of returning service to normal or making all aspects of governance and community livelihood operational

- Reconstruction: is the rebuilding of all infrastructures, facilities and institutions in disaster-affected areas, at the government or community level with the primary targets of achieving progress and development of economic activities, social and cultural activities, law and order, and the enhancement of the role of the community in all aspects of community lives in disaster-affected areas.

CHAPTER 3
CASE PROFILE

3.1 Major Natural Disaster in Last 10 Years
   a. In the past decade, numerous natural disasters around the world have caused destruction and suffering. (The Financial Express, 2012. Cowan, *et al*, 2007. US Fed News Service, 2009) Of these, the five disasters below stand out:Cyclone Nargis, Myanmar. On May 2, 2008 a tropical cyclone Nargis made landfall in the Asian nation of Myanmar, causing the worst natural disaster in the country's recorded history. The death toll that may have exceeded 138,000. Nature Geoscience researchers reported on a field survey done three months after the disaster to document the extent of the flooding and resulting damage.
   b. Hurricane Katrina, United States. On 2005 the Hurricane Katrina strikes on the Gulf Coast of the United States. Killed over 1800 people and caused losses near $40 billion. This makes Katrina ranks as the costliest and one of the deadliest Atlantic hurricanes in history.
   c. Earthquake, Chile, Haiti. On February 27, 2010 an 8.8 magnitude quake in Chile killed more than 500 people and caused some $30 billion in damage, wrecking hundreds of thousands of homes and mangling highways and bridges
   d. Earthquake and Tsunami, Japan. On March 11, 2011 an 9.0 magnitude quake struck Japan killed more than 15,000 people. The quake at a depth of 15.1 miles and located it at 81 miles east of Sendai, on the main island of Honshu. The quake was the strongest in Japan on record, and a big tsunami followed. This triggered the world's potential worst nuclear crisis in the 25 years since Chernobyl.
   e. Earthquake and Tsunami, Aceh, Indonesia. On December 26, 2004, an 9.1 magnitude earthquake followed with tsunami affected Aceh and Nias. Over 226,000 people killed or missing. 700,000 people displaced.

3.2   Response to Disasters

The destruction made by the disasters occurs in many sectors in human life. The response to help to restore the affected people in the affected area should be done. The response should cover human resource, environment, and infrastructure sector. Following are the responses from the 4 disasters others than Aceh that had happened in the last 10 years.

3.2.1 The Myanmar Cyclone Nargis 2008

On May 2, 2008 a tropical cyclone Nargis made landfall in the Asian nation of Myanmar, causing the worst natural disaster in the country's recorded history. The death toll that may have exceeded 138,000. Nature Geoscience researchers reported on a field survey done three months after the disaster to document the extent of the flooding and resulting damage (US Fed News Service, 2009).

The regime has been slow to grant visas to foreign aid workers and let supply planes land. It is paranoid about being overthrown by the Western powers and treats all offers of outside help with suspicion (The Economist, 2008).

The State Peace and Development Council (SPDC, the ruling military junta) will continue to focus on protecting its grip on power, rather than trying to deal more effectively with the major humanitarian crisis the country is currently facing. Up to 2.5m people are thought to have been affected by Cyclone Nargis, which battered the southern region of the country in the early hours of May 3rd, and in late June the official death toll stood at around 84,540, with a further 54,000 or so still missing. The SPDC's initial response to the devastation wreaked by the cyclone was not only woefully inadequate, but also actively obstructive. The military has continued to control the inflow of foreign aid workers, is still disrupting the efficient flow of aid by trying to manage the entire process (to demonstrate that it is still in full control), and is striving to prevent the public from discovering the full extent of the disaster. The UN will keep up its efforts to persuade the junta to implement genuine political reform, while the Association of South-East Asian Nations (ASEAN) will take a slightly tougher approach in its dealings with the junta (EIU Viewswire, 2009).

The Myanmar government continues to prohibit all but a handful of foreign aid workers from entering. In some cases, aid workers say, visas have been approved that are only good for one to three days, while other visitors must get additional permission to leave Yangon. World Vision, an international Christian relief organization, said it had applied for roughly 20 visas so far but received only two. World Food Program said it was temporarily suspending relief flights after the Myanmar government appeared to impound one of its flights containing 38 tons of high-energy biscuits. But the goods were released and on their way to affected communities by the weekend via commercial flights. Other cargo planes, including Red Cross aircraft carrying water- purification tablets and mosquito nets, had also arrived. Seven more aid flights were expected to arrive Monday loaded with thousands of mosquito nets, jerrycans and 20 tons of shelter material, the Associated Press reported. Yet as more supplies arrived, other problems have arisen, increasing the likelihood that it could be weeks or longer before aid reaches the hardest-hit areas. Aid workers said Yangon's decrepit airport was only capable of handling five or six cargo planes a day, far fewer than the one arrival an hour they said is needed, because it doesn't have enough forklifts to remove the supplies. Yangon's port is also disabled, with cranes and loading equipment damaged or destroyed. It could take as many as three months to repair. As many as 80 ships are sunk in the harbor or otherwise out of commission. Many of the affected communities are only reachable by boat. In other cases, felled trees or other obstacles block roads and there is no equipment available to clear them. A Red Cross cargo ship carrying supplies for more than 1,000 victims sank Sunday after it hit a submerged tree trunk. The crew members were able to climb to safety. Even basic necessities such as buckets for carrying water are a problem. Relief groups have located as many as 50,000 locally, but they said that as many as half a million are needed. Oxfam said it had buckets available in a warehouse in Dubai, United Arab Emirates, but couldn't move them into the country. Journalists and aid workers traveling in the region reported seeing thousands of people lining the sides of roads waiting for help and large numbers of bloated corpses floating down rivers and in ponds. Many victims are surviving with handouts from local monks and others. A resident in the Irrawaddy

Delta region said the military had distributed boxes of aid that had the sticker bearing the name of a Myanmar general on it. After the military left, local officials took away the boxes. The military is also taking credit for work done by regular citizens or monks, who are clearing roads and cleaning up debris, showing pictures of the work in the media and saying it had been carried out by the military (World News, 2008).

The SPDC, under severe international pressure, has begun to allow foreign aid workers into the country in greater numbers, but the scale of the aid operation remains inadequate. Although the country appears, so far, to have avoided widespread outbreaks of infectious disease, there are serious concerns over food shortages owing to the damage caused to rice-growing land (EIU Viewswire, 2008).

Two years after Cyclone Nargis left 2.4 million people in need of emergency food, housing and other forms of critical assistance, the United Nations aid coordinator in Myanmar said today that just a quarter of the pledged funds have come in and the gap threatens the long-term revival of the area hit by the disaster.The United Nations and international and national non-governmental organizations (NGOs) have been able to provide large-scale assistance to the people affected by the cyclone, complementing the Governments efforts, the UN Resident and Humanitarian Coordinator in Myanmar, Bishow Parajuli, told journalists in Yangon, the countrys biggest city (M2 Presswire, 2010).

The response made by the Government and the military was mostly avoiding and competing.

" Avoiding is unassertive and uncooperative as well as retreating from potential or actual conflict. With avoiding, a person neither pursue his or her own concerns or those of the other person. He or she does not deal with the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, being indifferent or simply withdrawing from a threatening situation even though there is a need to take a position" (Kilmann, 2002). The avoiding response was seen in the post disaster by the military or called Junta and the Government. The India's meteorological department had given the Burmese government 48 hours' notice of how severe Cyclone Nargis

would be, and where it would strike land. The country's military dictators broadcast some warnings over state media . But *they organised no evacuations or other measures* to limit casualties as the tempest approached. Since then, their response to the emergency has been feeble (The Economist, 2008). The regime has been slow to grant visas to foreign aid workers and let supply planes land. It is paranoid about being overthrown by the Western powers and treats all offers of outside help with suspicion (The Economist, 2008). The State Peace and Development Council (SPDC, the ruling military junta) *will continue to focus on protecting its grip on power, rather than trying to deal more effectively with the major humanitarian crisis* the country is currently facing (EIU Viewswire, 2009).

Table 3. 1 Response on Myanmar Cyclone

Myanmar		Avoid	Compromise	Accommodate	Compete	Collaborate
Type of Disaster	Cyclone					
Method	Avoiding					
Date	May 2, 2008					
Magnitude	N/A					
Loss and Damages	Over 138,000 killed, the worst natural disaster in country's history					
Relief Response	India's meteorological department had given the Burmese government 48 hours' notice of how severe Cyclone Nargis would be, and where it would strike land. The country's military dictators broadcast some warnings over state media. But they organised no evacuations or other measures to limit casualties as the tempest approached.	X				
	The regime has been slow to grant visas to foreign aid workers and let supply planes land. It is paranoid about being overthrown by the Western powers and treats all offers of outside help with suspicion.	X				
	The UN will keep up its efforts to persuade the junta to implement genuine political reform, while the Association of South-East Asian Nations (ASEAN) will take a slightly tougher approach in its dealings with the junta.				X	
	The military is also taking credit for work done by regular citizens or monks, who are clearing roads and cleaning up debris, showing pictures of the work in the media and saying it had been carried out by the military.				X	
	U.N. Secretary General Ban Ki-moon spoke today of his immense frustration at the unacceptably slow distribution of aid. Politicians and government officials in Britain and France called for air drops of relief, with or without permission of the government, and an editorial in Time Magazine argued for the use of force if necessary.				X	
	It was not until 6 May, however, that the regime agreed to accept foreign assistance, and only on the basis that it could control aid distribution. Even then, the SPDC was slow to issue visas to foreign specialists and to allow aid into Myanmar.		X			
	The State Peace and Development Council (SPDC, the ruling military junta) *will continue to focus on protecting its grip on power, rather than trying to deal more effectively with the major humanitarian crisis* the country is currently facing.	X				
Immediate Results	Delayed on rescue for 4 days caused more people died.					
	Many of the affected communities are only reachable by boat. In other cases, felled trees or other obstacles block roads and there is no equipment available to clear them.					
	Thousands of people lining the sides of roads waiting for help and large numbers of bloated corpses floating down rivers and in ponds.					
Long Term Result (more than 1 year)	2.4 million people in need of emergency food, housing and other forms of critical assistance					
	180,000 people still face acute water shortage, and there is a great need for agricultural support and the creation of income generating opportunities at the community level.					

"Competing means standing up for your rights, defending position you believe is correct, or simply trying to win. This is best implemented when quick action is vital. There are people taking advantages of noncompetitive behavior. Emergency and important issues need to implement unpopular actions such as cost cutting in an organization or a project" (Kilmann, 2002). The *UN will keep up its efforts to persuade the junta* to implement genuine political reform, *while the Association of South-East Asian Nations (ASEAN) will take a slightly tougher approach* in its dealings with the junta (EIU Viewswire, 2009). A resident in the Irrawaddy Delta region said the military had distributed boxes of aid that had the sticker bearing the name of a Myanmar general on it. After the military left, local officials took away the boxes. *The military is also taking credit* for work done by regular citizens or monks, who are clearing roads and cleaning up debris, showing pictures of the work in the media and saying it had been carried out by the military (Barta, et al, 2008). U.N. Secretary General Ban Ki-moon spoke today of his immense frustration at the unacceptably slow distribution of aid. *Politicians and government officials in Britain and France called for air drops of relief, with or without permission of the government*, and an editorial in Time Magazine argued for the use of force if necessary (Conan, 2008).

"The objective of Compromise is to find an expedient, mutually acceptable solution that only partially satisfies each parties" (Kilmann, 2002). It was not until 6 May, however, that the regime agreed to accept foreign assistance, and only on the basis that it could control aid distribution. Even then, the SPDC was slow to issue visas to foreign specialists and to allow aid into Myanmar (Selth, 2008).

There is lack of positive outcomes made out of the responses. Delayed on rescue for 4 days caused more people died. Many of the affected communities are only reachable by boat. In other cases, felled trees or other obstacles block roads and there is no equipment available to clear them (Barta, 2008). Thousands of people lining the sides of roads waiting for help and large numbers of bloated corpses floating down rivers and in ponds (World News, 2008). 2.4 million people in need of emergency food, housing and other forms of critical assistance. 180,000 people still face acute water shortage, and there is a great need for agricultural

support and the creation of income generating opportunities at the community level (M2 Presswire, 2010).

3.2.2 Japan Nuclear Accident

The earthquake in the March 11 turned out to bring damaged to the reactors. Reactors were on fire and there is leakage of radiation surrounding the nuclear plants. The reactor's employees were told to stay back in the plants to make the cooling effort to prevent further explosions. Japanese government was indicated to hid the information of the danger of the radiation leaked that could spread and contaminated the air and water. The Government was to order people surrounding the plants to evacuate but yet to seal the information about the high level of the radiation. Authorities began evacuating more than 200,000 people Saturday from areas around two nuclear power plants after an explosion at one of them damaged a building housing an aging U.S.-supplied reactor. One nuclear worker was killed, at least six were injured and two were missing at the plants in the aftermath of Friday's 8.9 magnitude earthquake and the blast Saturday afternoon, according to the Tokyo Electric Power Co., which operates the Fukushima I and II nuclear power stations. The explosion sent white smoke billowing into the air and prompting Japanese officials initially to warn people in the vicinity to cover their mouths and stay indoors. Authorities ordered an estimated 170,000 people to evacuate from a 20-kilometer (12.4-mile) radius around the Fukushima I plant and about 30,000 people to leave a 10-kilometer (6.2-mile) radius around the Fukushima II plant. The two plants, also known respectively as Fukushima Daiichi and Fukushima Daini, are about seven miles away from each other in Fukushima Prefecture (Washington Post, 2011).

On Saturday, March 12, Japanese officials took the extraordinary step of flooding the crippled No. 1 reactor at Fukushima Daiichi Nuclear Power Station, 170 miles north of Tokyo, with seawater in a last-ditch effort to avoid a nuclear meltdown. Then on Sunday, cooling failed at a second reactor — No. 3 — and core melting was presumed at both, said the top government spokesman, Chief Cabinet Secretary Yukio Edano. Cooling had failed at three reactors at a nuclear complex nearby, Fukushima Daini, although he said conditions there were considered less dire for now. With high pressure inside the reactors at Daiichi

hampering efforts to pump in cooling water, plant operators had to release radioactive vapor into the atmosphere. Radiation levels outside the plant, which had retreated overnight, shot up to 1,204 micro everts per hour, or over twice Japan's legal limit, Mr. Edano said. Earlier Saturday, before the explosion, a Japanese nuclear safety panel said the radiation levels were 1,000 times above normal in a reactor control room at Daiichi. Some radioactive material had also seeped outside, with radiation levels near the main gate measured at eight times normal levels, NHK quoted nuclear safety officials as saying. Why the controlled release of pressure did not succeed in addressing the problem was not immediately explained. Tokyo Electric Power and government nuclear safety officials also did not explain the precise sequence of failures at the plant. March 15: Why the controlled release of pressure did not succeed in addressing the problem was not immediately explained. Tokyo Electric Power and government nuclear safety officials also did not explain the precise sequence of failures at the plant (NYTimes, 2011).

On Tuesday morning, reactor 2 became the third to explode in four days at the Fukushima Daiichi plant. A fire also briefly broke out at reactor 4, and is believed to have caused radioactive leaks. Reactor 4 had been shut down before the quake for maintenance, but its spent nuclear fuel rods are still stored on the site. Radiation levels in the Japanese capital - 250km (155 miles) away - were reported to be higher than normal, but officials said there were no health dangers. Some 70,000 residents within 20km have already been evacuated, and the premier urged anyone left in that exclusion zone to leave. The government also announced a 30-km no-fly zone above the plant to prevent planes spreading the radiation further afield. The government-commissioned study said plant operators and regulators had failed to adequately anticipate a huge tsunami and its likely impact. The six-reactor Fukushima Daiichi nuclear plant was badly damaged by the earthquake and tsunami, with blasts occurring at four reactors after the cooling systems went offline. The interim findings were issued by an independent panel set up in May. The 12-member panel is headed by Yotaro Hatamura - an engineering professor at Tokyo University who specialises in the study of failures - and includes seismologists, former diplomats and judges. The panel's report said

the situation was also made worse by;delays in relaying information to the public; managers' lack of knowledge of procedures to deal with emergencies ; poor communications - between the workers and the government, among the workers themselves, and between government bodies (bbc, 2011).

Nearly a year after the triple meltdown at the Fukushima Daiichi facility, Japanese decision-makers cannot agree on how to safeguard their reactors against future disasters, or even whether to operate them at all. Some experts say this indecision reflects the Japanese tendency to search for, and sometimes depend on, consensus — even when none is likely to emerge (Washington Post, 2012).

The general sense of anxiety has been exacerbated by the continuation of the restrictions on the electricity supply caused by the shutdown of all the country's nuclear power plants for checks. The badly damaged Fukushima Daiichi plant discharged massive amounts of nuclear pollutants, endangering population in the immediate vicinity. As the only nation that has suffered an atomic bombing, Japan reacted sharply to the nuclear accident. However, its people were unknowingly exposed to a considerably higher level of radiation resulting from the nuclear test explosions that China conducted in the 1960s, and nowadays they commonly undergo radiation-based medical examinations such as X-raying and CT scanning. In order to make up the 30% drop in power supply caused by the shutdown, electricity companies have reactivated old thermal power plants, and businesses and individuals have conserved power (Guardian, 2012).

The operator of the Fukushima Daiichi nuclear power plant says a new method has failed to locate radioactive water leaking from one of the reactors. Identifying the leaks is a key step towards decommissioning the plant. Tokyo Electric Power Company said workers used an infrared camera on Tuesday to search for the leaks in the suppression chamber at the No.2 reactor. It was hoped that the infrared images would reveal the leakage spots by showing the temperature difference between the water and the air. But the images failed to show a big gap in temperatures. Later on, a local Japanese radio station, NHK, obtained a draft report from the Japanese science ministry about the government's response to the crisis, including how data from the System for Prediction of Environmental Emergency Dose Information (SPEEDI) system was deliberately

kept from the public. The SPEEDI system was used to forecast radiation fallouts, and was later proven to be accurate in its predictions, but even though the Japanese media began asking for the data from the outset of the disaster on March 11th of last year, the government refused to provide it until April 25th. This confirms reports from earlier this year that the data had been withheld from the public because it was simply too worrying to be released (Fukushimaupdate, 2012).

Table 3. 2 Response on Japan Nuclear Disaster

Type of Disaster	Nuclear Leakage						
Method	Avoiding						
Date	March 12, 2011						
Magnitude	9.0						
Loss and Damages	Leakage of radiation surrounding the nuclear plants (washingtonpost, 2011).						
Relief Response	The Government was to order people surrounding the plants to evacuate but yet to seal the information about the high level of the radiation (washingtonpost, 2011).	X					
	Authorities ordered an estimated 170,000 people to evacuate from a 20-kilometer (12.4-mile) radius around the Fukushima I plant and about 30,000 people to leave a 10-kilometer (6.2-mile) radius around the Fukushima II plant (washingtonpost, 2011).			X			
	Reactors shut down after few days (NYTimes, 2011).			X			
	Tokyo Electric Power and government nuclear safety officials also did not explain the precise sequence of failures at the plant on March 15 (NYTimes, 2011).	X					
	Japanese government decision makers cannot agree how to safeguard their reactors against disasters	X					
	Delays in relaying information to the public; managers' lack of knowledge of procedures to deal with emergencies ; poor communications - between the workers and the government, among the workers themselves, and between government bodies (bbc, 2011).	X					
	Nearly a year after the triple meltdown at the Fukushima Daiichi facility, Japanese decision-makers cannot agree on how to safeguard their reactors against future disasters (washingtonpost, 2012).	X					
Immediate Results	The badly damaged Fukushima Daiichi plant discharged massive amounts of nuclear pollutants, endangering population in the immediate vicinity (Guardian, 2012)						
	TEPCO still unable to detect the radioactive water leaking from one of the reactors after months						
	Government-commisioned study reported reactors are badly damaged, the information to public was delayed, and lack of knowledge of emergency procedures management						
	Government still indicated of hiding the information regarding high radiation level forecasted.						
Long Term Result (more than 1 year)	Indication that the radiation level is above normal in reactors surrounding area.						

Dapeng Zhao, geophysics professor at Japan's Tohoku University, said: 'There are a few active faults in the nuclear power plant area, and our results show the existence of similar structural anomalies under both the Iwaki and the Fukushima Daiichi areas. The Government took necessary actions to prevent the further damage of the reactors. However, the sealed information of the radiation dangers caused anxiety of the people locally and international communities (dailymail, 2012).

The response on this disaster was mostly dominated by avoiding from the Government of the radiation leakage and the potential danger of having the nuclear meltdown.

"Avoiding is unassertive and uncooperative as well as retreating from potential or actual conflict. With avoiding, a person neither pursue his or her own concerns or those of the other person. He or she does not deal with the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, being indifferent or simply withdrawing from a threatening situation even though there is a need to take a position" (Kilmann, 2002). The reactor's employees were told to stay back in the plants to make the cooling effort to prevent further explosions. *Japanese government was indicated to hid the information of the danger of the radiation leaked* that could spread and contaminated the air and water. *The Government was to order people surrounding the plants to evacuate but yet to seal the information about the high level of the radiation* (Washington Post, 2012). The government-commissioned study said plant operators and regulators had failed to adequately anticipate a huge tsunami and its likely impact. The six-reactor Fukushima Daiichi nuclear plant was badly damaged by the earthquake and tsunami, with blasts occurring at four reactors after the cooling systems went offline. The interim findings were issued by an independent panel set up in May. The 12-member panel is headed by Yotaro Hatamura - an engineering professor at Tokyo University who specialises in the study of failures - and includes seismologists, former diplomats and judges. *The panel's report said the situation was also made worse by; delays in relaying information to the public*; managers' lack of knowledge of procedures to deal with

emergencies ; poor communications - between the workers and the government, among the workers themselves, and between government bodies (bbc, 2011).

"Accommodating: Accommodating is unassertive and cooperative. This method is the complete opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. This method also allows you to reposition yourself better when you err to the wrong side of the matter. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. This behavior may happen if there is one party has superior power and the other is trying to build social credit for a later time or think that the issue is more important to the superior party. However, if there are more then one party who have interests on the issue, this method would not help to get the group to get the optimal outcome of resolving issue" (Kilmann, 2002). *Authorities ordered an estimated 170,000 people to evacuate* from a 20-kilometer (12.4-mile) radius around the Fukushima I plant and about 30,000 people to leave a 10-kilometer (6.2-mile) radius around the Fukushima II plant (Washington Post, 2011). On Saturday, March 12, Japanese officials took the extraordinary step of flooding the crippled No. 1 reactor at Fukushima Daiichi Nuclear Power Station, 170 miles north of Tokyo, with seawater in a last-ditch *effort to avoid a nuclear meltdown.* Then on Sunday, cooling failed at a second reactor — No. 3 — and core melting was presumed at both, said the top government spokesman, Chief Cabinet Secretary Yukio Edano. (NYTimes, 2011).

3.2.3 The Hurricane Katrina 2005

The hurricane hit the US in several cities which are New Orleans, Louisiana, and Mississippi in August 23, 2005 (Cowan, *et al,* 2007).

The shelters are determined even before the hurricane. The city dome or city centers are used for evacuees. The number of evacuee was a lot more than expected. The slow response has killed people. People were not evacuated even though there are few days of warning about the storm coming. There was no federal plan on evacuating of people who cannot afford to evacuate themselves.

This becomes a major concern because most of the affected people in New Orleans are living on the poverty line. The poverty line for United States at that time is the income of $12,334 or less a year for family of two (Schultz, 2005).

President Bush directed Secretary of Homeland Security Michael Chertoff to chair a Cabinet-level task force to coordinate assistance from Washington, and Federal Emergency Management Agency (FEMA) Director Mike Brown is in charge of federal response and recovery efforts in the field. And the president has asked two former presidents, George H. W. Bush and Bill Clinton, to lead a nationwide fundraising effort to help the hurricane's victims. Federal agencies are helping local officials in New Orleans evacuate everyone still in the flooded city. FEMA provided 500 buses to transport people to the Astrodome, a six-hour drive away. Evacuees began arriving at the 40-year-old former sports complex in the early morning hours of September 1. The agency has deployed 39 disaster medical assistance teams from all across the United States to staging areas in Alabama, Tennessee and Louisiana to provide emergency medical assistance. The U.S. Coast Guard is conducting search-and-rescue missions, working alongside local officials with local assets. It has also activated three national strike teams (units skilled in specialized salvage and pollution control) to help remove hazardous material. The Coast Guard has rescued nearly 2,000 people since the hurricane struck, Bush said, and its ships and boats continue to support the national relief effort. The Defense Department is sending the USS Bataan, a multipurpose amphibious assault ship, to conduct search-and-rescue missions. The ship has hospital facilities to care for up to 600 patients, including six fully equipped medical operating rooms. Defense is also sending eight swift-water rescue teams, the three-ship Iwo Jima Amphibious Readiness Group to help with disaster-response equipment, and the USNS Comfort, a hospital ship, to help provide medical care. The National Guard has nearly 11,000 guardsmen on state active duty to help governors and local officials with security and disaster-response efforts. FEMA and the Army Corps of Engineers are working around the clock with Louisiana officials to repair breaches in New Orleans' levees and ease the city's flooding (US Fed News Service, 2005).

After a year of the hurricane, there is no large infrastructure plans to rebuild the cities. Ruins remain untouched and cleaning is not done. Central government said it was the responsibilities of the state and local officials (wsws.org, 2006).

The House Select Bipartisan Committee to Investigate the Preparation for and Response to hurricane Katrina issued a report titled: A Failure of Initiative. The report covers about the pre-landfall preparation, the National Framework for Emergency Management, evacuation issues, the preparedness of FEMA, communication problems, command-and-control issues, and other issues which comprehensively described (Menzel, 2006).

There are lack of coordination and communications between the mayor of New Orleans, the Department of Defense and Federal Emergency Management Administration (FEMA). There was no one who is in control on the evacuation and logistic plan. This had caused more people killed because 100.000 people were not evacuated and left in the city when the hurricane strikes. The confusion of who is in charged also caused another problem. The plan of evacuating people to the city superdome was delayed by 24 hours. The military also missed the forecast of numbers of food and logistic provided. The number of people evacuated was a lot higher than their forecast. The victims experienced lack of foods and the shelter was overly crowded. The shelter was too small to fit, food, and water and medicine supplies are not sufficient. The people left in the city suffered from lack of foods and water (Gheytanchi, *et al*, 2007).

In the run-up to Hurricane Katrina's landfall, there were calls within Homeland Security and the White House to pre-emptively declare the tempest a catastrophe and put the federal government on heightened alert, leaning forward, as department officials liked to say. But senior Homeland Security officials resisted, arguing that FEMA was perfectly capable of handling a hurricane (Cooper and Block, 2006).

The area is still struggling to rebuild. Not all houses are rebuilt yet. The flood mitigation program is implemented due to flood threat in the next hurricane strikes (VOA, 2011).

On February 2012, The Department of Homeland Security (DHS) Office of Inspector General (OIG) issued a report called: Efforts to Expedite Disaster Recovery in Louisiana. The projects in Mississippi has been completed by 75%, the removal of trailers from New Orleans has been completely removed, but on the Public Assistance projects in Louisiana the completion progress has reached only 6% after 6 years of implementation (Congressional Documents and Publications, 2012).

Table 3. 3 Response on Hurricane Katrina

		Avoid	Compromise	Accommodate	Compete	Collaborate
Type of Disaster	Hurricane Katrina					
Method	Competing					
Date	August 29,2005					
Magnitude	N/A					
Loss and Damages						
Relief Response	People were not evacuated even though there are few days of warning about the storm coming (Schultz, 2005).	X				
	The military can't come into a state en masse without a specific invitation from the governor even if local police and fire departments are incapacitated (United States Naval Institute, 2005).	X	.			
	Homeland Security refused to take charge (Cooper and Block, 2006)	X				
	President Bush has declared major disasters for affected areas in the four states on August 31 and directed Secretary of Homeland Security Michael Chertoff to chair a Cabinet-level task force to coordinate assistance from Washington, and Federal Emergency Management Agency (FEMA) Director Mike Brown is in charge of federal response and recovery efforts in the field.					X
	After a year of the hurricane, there is no large infrastructure plans to rebuild the cities. Central government said it was the responsibilities of the state and local officials (wsws.org, 2006).	X				
Immediate Results	More people killed because 100.000 people were not evacuated and left in the city when the hurricane strikes (Gheytanchi, et al, 2007).					
	The victims experienced lack of foods and the shelter was overly crowded. The shelter was too small to fit, food, and water and medicine supplies are not sufficient. The people left in the city suffered from lack of foods and water (Gheytanchi, et al, 2007).					
	House of Representatives issued the report that the response was a failure of initiatives (Menzel, 2006).					
Long Term Result (more than 1 year)	Not all houses are rebuilt yet (VOA, 2011).					
	The area is still struggling to rebuild. Not all houses are rebuilt yet.					
	Public Assistance projects in Louisiana the completion progress has reached only 6% after 6 years of implementation (Congressional Documents and Publications, 2012).					

"Avoiding is unassertive and uncooperative as well as retreating from potential or actual conflict. With avoiding, a person neither pursue his or her own concerns or those of the other person. He or she does not deal with the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, being indiferrent or simply withdrawing from a threatening situation even though there is a need to take a position" (Kilmann, 2002). The shelters are determined even before the hurricane. The city dome or city centers are used for evacuees. The number of evacuee was a lot more than expected. The slow response has killed people. *People were not evacuated even though there are few days of warning about the storm coming. There was no*

federal plan on evacuating of people who cannot afford to evacuate themselves (Schultz, 2005).

" Competing: Assertive and uncooperative. This is a power-oriented mode. Competing means standing up for your rights, defending position you believe is correct, or simply trying to win. This is best implemented when quick action is vital (Kilmann, 2002). *President Bush directed* Secretary of Homeland Security Michael Chertoff to chair a Cabinet-level task force to coordinate assistance from Washington, and Federal Emergency Management Agency (FEMA) Director Mike Brown is in charge of federal response and recovery efforts in the field. And the president has asked two former presidents, George H. W. Bush and Bill Clinton, to lead a nationwide fundraising effort to help the hurricane's victims (US Fed News Service, 2005).

3.2.4 The Haiti Eartquake 2010

The Government was lack of coordinating the international aids that are allowed to help. In the first 3 months, the place was crowded with international assistance. But there is no coordination between them. One international organization had not known what the other organizations do on the relief effort. The international aids were working separately according their own mission because of slow response from the government (US Fed News Service, 2012).

The international aids pledged sum of fund to help Haiti. However, the Government did not response well and made a comprehensive plan on rehabilitation and reconstruction. Therefore, the money was hold back and only 28% disbursed until the following year. Million people are still living in the city tents and refused to go back to their home town. The debris remains in the same place from where after the disaster.

The debris blocked the transportation access and makes it difficult for the response relief effort. In 2011, the new elected government finally came up with the commitment to build back the damaged cities and made agreement with the UN for rehabilitation and reconstruction plan.

Magnitude: The 7.0 magnitude earthquake hit Haiti in January 12, 2010 with the estimated 316.000 people died and more than 300.000 injured, 280.000 homes and business collapsed (cbc, 2012).

The cost of rebuilding impoverished Haiti after last month's catastrophic earthquake could reach nearly $14 billion, making it proportionately the most destructive natural disaster in modern times, according to the Inter-American Development Bank (Reuters, 2010).

Twenty million to 25 million cubic yards of debris fill the streets, yards, sidewalks and canals of Port-au-Prince. Less than 5 percent of this has been removed since January, and even less has been properly disposed of. Almost all of the operations in Port-au-Prince are in the form of cash-for-work programs like (NYTimes, 2010).

A year after the earthquake destroyed much of Port-au-Prince, there are few visible signs of reconstruction. An estimated 800,000 people are still living in tents. According to the Chronicle of Philanthropy, only 38 percent of the $1.4 billion. The Haitian government has been unable to fully respond. Thirteen of the 15 government ministry buildings collapsed in the quake. Thirty percent of the government's workforce was killed. illion in charitable contributions from U.S. donors has been spent (VOA, 2011).

A fundamental principle of disaster management and international assistance is that it is the stricken country's responsibility to take the lead in inviting in international assistance (via the UN resident representative), and then coordinating that assistance to best effect. In most cases, however, the host government to a greater or lesser extent, will have been incapacitated by the natural disaster, so the UN sends in Disaster and Assessment Coordination teams (UNDACS) to provide initial coordination of international assistance. UNDAC teams tend to deploy for no more than three weeks and then like to hand over once again to the host government. But this may not be long enough for the Haitian government to resume control of its own affairs (bbc, 2010).

The UN Development Program says that a total of 188,383 buildings collapsed in the quake of which 105,000 were completely destroyed. Of the $4.46bn pledged for both 2010 and 2011 combined, just 28.7% has been disbursed (bbc, 2011).

In the year following the 2010 earthquake, things were no different. In fact, of the $1.14 billion allocated to Haitian Rebuilding and Relief in 2010 by the

US Congress, according to the US Government Accountability Office (or GAO), only $184 million had been actually obligated to projects at the end of 2010. Today as the guys with the green eyeshades get more deeply involved, it becomes clear that in the wake of the Haitian earthquake of 2010 the US government began to pay itself back for its humanitarian graciousness as much as it actually helped the people of Haiti (Huffingtonpost, 2012).

Six months after the Jan. 12 earthquake, little of the money pledged for Haiti has moved, and no major contracts for debris removal and reconstruction have been awarded (McClatchy, 2010).

Table 3. 4 Response on Haiti Earthquake

		Avoid	Compromise	Accommodate	Compete	Collaborate
Type of Disaster	Earthquake					
Method	Compromising					
Date	January 12, 2010					
Magnitude	8,8					
Loss and Damages	Killed more than 500 people and caused some $30 billion in damage, wrecking hundreds of thousands of homes and mangling highways and bridges (Financial Express, 2012)					
Relief Response	The international aids were working separately according their own mission because of slow response from the government (US Fed News Service, 2012)				X	
	However, the Government did not response well and made a comprehensive plan on rehabilitation and reconstruction (cbc, 2012)..	X				
	Haiti's institutions were weak even before the disaster. Haiti's government is in no position to take charge, yet the country needs a strong government to put it to rights. Into that vacuum stepped the United States. (The Economist, 2010)			X		
	The Brazilian-led UN peacekeeping force remains in charge of security, and the UN will co-ordinate the aid effort (The Economist, 2010)			X		
	In 2011, the new elected government finally came up with the commitment to build back the damaged cities and made agreement with the UN for rehabilitation and reconstruction plan (cbc, 2012).			X		
Immediate Results	More than 95% 25 million cubic of debris haven't been removed from its place and blocked the transporation facilities until 6 months later					
	After 6month: tens of thousands of Haitians are still living in tent cities (McClacthy, 2010).					
	The hospitals are in ruins or full. Drugs and medicines are running out, and single-use instruments are being re-used hundreds of times as amputations are performed on kitchen tables.					
	There are riots, and though they're here to help, UN soldiers move everywhere, rifles and machine guns at the ready.					
Long Term Result (more than 1 year)	Less than 5 percent of the debris has been cleared, leaving enough to fill dump trucks parked bumper to bumper halfway around the world, according to The Associated Press (Yovino, 2010).					
	About a million people remain homeless, according to AP estimates (Yovino, 2010).					
	Only 15 percent of temporary shelters have been built, few with permanent water and sanitation facilities (Yovino, 2010).					

The earthquake killed an estimated 230,000 people and reduced the country's infrastructure to rubble. "Build back better," touted by former President Bill Clinton and others, is nowhere to be seen. The only building in the past 364 days comes in the form of tents and frustration. Less than 5 percent of the debris has been cleared, leaving enough to fill dump trucks parked bumper to bumper halfway around the world, according to The Associated Press. About a million

people remain homeless, according to AP estimates. According to estimates, only 15 percent of temporary shelters have been built, few with permanent water and sanitation facilities (Yovino, J., 2011).

3.2.5 Japan Earthquake and Tsunami

Japan was hit by earthquake of 9,0 magnitude on March 11, 2011 in Miyagi prefecture. About 15,690 were killed, 4,740 are missing, and 5,710 were injured. The areas devastated on 3/11 need a new and comprehensive approach to urban planning and social programmes. In coastal areas, people may work on the seafront but have to live on high ground. The elderly in this rapidly greying society, who often live alone, need to move into regional hubs for better care and services, such as collective housing. And the highly concentrated population and functions of megalopolises, particularly Tokyo, will have to disperse to smaller hub cities in order to dissipate the risks involved in a super-disaster (Guardian, 2012).

In all, 370 troops from the regiment were searching for a dozen people still missing from Shichigahamamachi. The regiment had been searching the area with a far smaller contingent, but tripled the number of troops it was using for the two-day intense search, said Col. Akira Kun itomo, the regimental commander. A total of 24,800 soldiers -backed by 90 helicopters and planes were sent to comb through the rubble for buried remains, while 50 boats and 100 navy divers searched the waters up to 20 kilometers (12 miles) off the coast to find those swept out to sea. (Hosaka, T. A., 2011)

According to the U.S. Department of Defense (DoD), U.S. Forces-Japan (USFJ) began coordination with the U.S. Embassy in Tokyo to support the GoJ response. DoD is also permitting the GoJ to use Misawa and Yokota airbases for aircraft carrying humanitarian personnel and supplies (State Department Documents, 2011).

Some 9,900 still live in evacuation shelters while 34,100 are staying in hotels or with relatives or friends and about 40,000 live in temporary housing. The quake and tsunami destroyed supply chains given that the northeast is home to many manufacturers. Japan's gross domestic product fell 0.9 percent in the first quarter, tipping the economy into its second recession in three years. But in the

second quarter, the economy shrank much less than foreseen as companies made strides in restoring output and is expected to bounce by 1.2 percent this quarter which probably the best performance among major industrialized nations (Reuters, 2011).

The Great East Japan Earthquake and resulting tsunami that tore through the country's north-eastern coastal communities killed almost 16,000 people and destroyed the lives of thousands more. The double disaster, which in turn triggered a third crisis at the Fukushima nuclear plant, may have been a year ago, but for many of those in the worst-affected areas life remains in a state of turmoil. The Japanese authorities estimate a staggering 25 million tonnes of debris was generated in the three worst-affected prefectures. This is many times greater than the amount created by the 2010 Haiti earthquake. Aug 2011 The quake and tsunami left an estimated 22.6 million tons of rubble in the coastal towns. Out of that, nearly half has been moved to temporary storage destinations. Much of the rubble and waste has been cleared from the streets, but the Japanese environment ministry last month revealed only 5% had been disposed of and 72% was still being stored at temporary sites. Officials explained the delays had been caused by a number of factors, including difficulties finding sites for incinerators in affected areas and the reluctance in other prefectures of Japan to take the waste amid fears of radiation contamination. But Patrick Fuller of the Red Cross points out that many towns destroyed by the quake and tsunami are "starting from scratch" and that Japan's progress after a year compares to that achieved in three years in places like Indonesia and Sri Lanka after the 2004 tsunami. The eartquake with 9.0 magnitude was followed by 20m high tsunami in Japan on March 2011.

Table 3. 5 Response on Japan Earthquake and Tsunami

Japan		Avoid	Compromise	Accommodate	Compete	Collaborate
Type of Disaster	Earthquake and tsunami					
Method	Collaborating					
Date	March 11, 2011					
Magnitude	9.0					
Loss and Damages	15,690 were killed, 4,740 are missing, and 5,710 were injured (Guardian, 2012).					
Relief Response	160.000 army and police deployed, 26.000 rescued				X	
	Food supplies,drinking water,medicine sent to affected areas with help from local and international aid					X
	Government asked and received international aids to help					X
Immediate Results	50% of debris removed to temporary place within days					
	930.000 victims are assisted, roads and transportation cleared from debris, houses built					
	GDP fell0.9 on first quarter but shrank much less than foreseen for 2nd quarter					
Long Term Result (more than 1 year)	The Nikkei Average Index has rallied 14% this year, a remarkable achievement given the past year's calamities (Daisuke, 2012).					
	Communities are struggling not just to rebuild but also to draw new businesses (Daisuke, 2010)					

The American Red Cross announced an initial contribution of $10 million to the Japanese Red Cross Society to assist in its ongoing efforts to provide medical care and relief assistance to the people of Japan following the March 11 earthquake and tsunami. In the coming weeks, the American Red Cross expects to make additional contributions to support the humanitarian response. Donations received from American Red Cross and other Red Cross partners will aid Japan's relief and recovery efforts through the Japanese Red Cross and possibly other organizations as experts on the ground determine the best way forward (China Weekly News, 2011).

"Collaborating: Is both assertive and cooperative. The collaborating is the complete opposite of avoiding. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It means digging into an issue to identify the underlying needs and wants of the individuals involved to learn and to find a creative solution to solve and meet their needs" (Kilmann, 2002). According to the U.S. Department of Defense (DoD), U.S. Forces-Japan (USFJ) began *coordination with the U.S. Embassy in*

Tokyo to support the GoJ response (State Department Documents, 2011). Government asked and received international aids to help. One of them is from American Red Cross. The American Red Cross announced an initial contribution of $10 million to the Japanese Red Cross Society to assist in its ongoing efforts to provide medical care and relief assistance to the people of Japan following the March 11 earthquake and tsunami (China Weekly News, 2011).
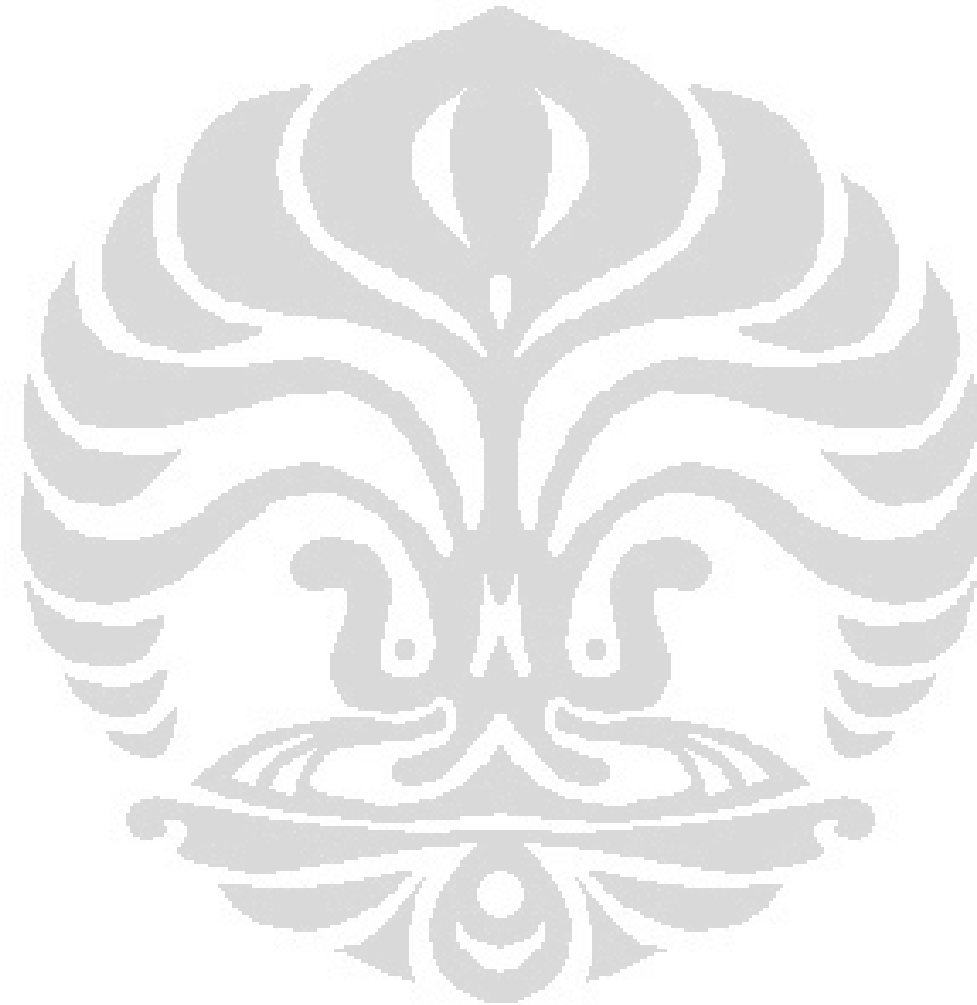
CHAPTER 4
THE ANALYSIS

4.1 Analysis Framework

This study sees the importance of the existence of effective method responding to disasters. Noticing the rapid events of natural disaster around the world in form of tsunami, earthquake, typhoon bring severe damages to humanity. The aids' objective in general is to rescue and to bring back the life of the affected victims. The critical part is how to manage the resources to bring its best use to help others.

The study gathers data of responses over the 5 major disasters around the world in last 10 years. What kinds of responses bring to what kinds of result taken. The collaboration method in Aceh and Japan prove to bed the method which bring more benefit to the affected area. (2010, Kayser) In any collaboration form, whether in the organizational and team level, are supported by the components that have to be possed within the group and the precise way of managing it to make the optimum result. Aceh is one of the examples of collaborative effort in responding to the disaster that is proven to bring the optimum result of the use of the aid received. The study is describing the collaborative process in the Aceh and the performance made in the affected area.
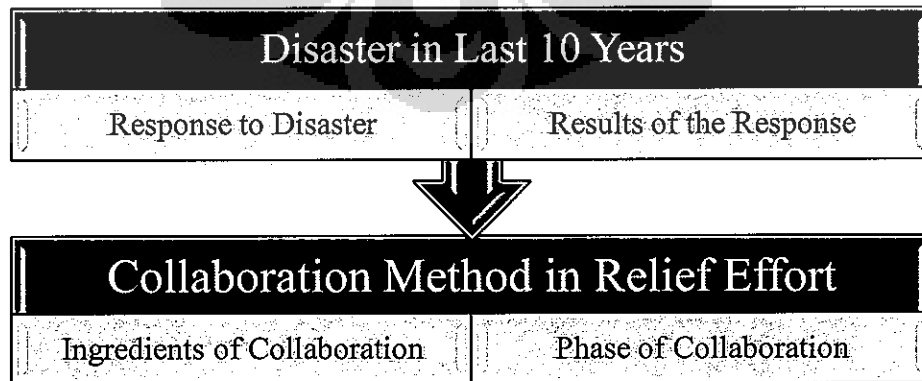

Figure 4. 1 Framework Analysis

4.2 The Response to Disaster

The different response gives different impact respectively. From the list of responses in Chapter 3, the study can determine on which method was chosen by what party for the disaster response. Whether the method chosen was proven to be effective and give desired result or no benefit gained. The method chosen for the disaster gives impact on the how the result would become a rapid progess response with optimal result from the resources received for the relief effort or an overlapping effort one with sup par results.

4.2.1 Response and Results Pos-disaster Aceh

The 2004 Earthquake with a magnitude of 9,2 was the third largest earthquake after Chile and Alaskan's earthquake, which hit Indonesia, Sri Lanka, India, and Thailand. It followed by the tsunami wave which caused most damaged in tsunami history. Coastal Aceh area and Nias were the most affected areas in Indonesia caused by the wave. The waves travel inland up to 2.000 meters. (US Geological Survey).

Authorities were still trying to reach some of the hardest hit areas, including coastal plains closest to the epicentre of the 9.0 magnitude earthquake that struck off the western shores of Aceh on Sunday and sent a series of tsunamis racing across the Indian Ocean. Officials confirmed a death toll of more than 25,000 in Indonesia. Purnomo Sidik, national disaster director at the Social Affairs Ministry, said deaths in Aceh alone had reached 19,000, with 9,000 of those attributed to the provincial capital, Banda Aceh. There were about 10,000 deaths in Meulaboh, the south-coast town nearest to the epicentre, he added. Surveillance from flights over the town indicated it had been "wiped out", with up to 80 per cent of buildings destroyed, raising fears for the fate of the area's 100,000 residents. The military said it had sent three aircraft-loads of emergency supplies to Aceh. The United Nations in Jakarta said 175 tonnes of rice arrived in the province late on Monday, and that it expected to fly in medical supplies tomorrow (Shawn, 2004).

The USNS Mercy, a hospital ship, and the USNS Niagara Falls, a supply ship, are under way and should reach the region in six days. The ships were sent

in response to an informal request from Jakarta, Hicks said. A formal request is expected shortly through diplomatic channels (Bullock, 2005).

Aid agencies, the Indonesian government, and even regional military forces, such as the U.S. and Australian navies, rushed in emergency food, medicine and tents. All along Aceh's devastated west coast flimsy tent communities sprang up in the rubble of what were once bustling villages. Now, six months after the disaster, aid agencies and the Indonesian government are cautiously starting reconstruction work, using hundreds of millions of dollars in donations. Many Acehnese, who come from a proud and independent culture, say they are grateful for the food and tents they have received - but what they really want are homes and jobs, so they are not dependent on handouts (Collins, 2005).

By most accounts, the emergency-relief effort in the immediate aftermath of the tsunami was a notable success. Unlike in previous disasters of this magnitude, almost no one died from outbreaks of disease, lack of clean water or starvation in the wake of the catastrophe, even in remote islands off India and Indonesia. In some fields, the recovery has proceeded very quickly: most children in tsunami-affected areas are back in school, although not necessarily in a proper building. In Indonesia, for example, the United Nations Children's Fund has set up temporary schools for over 500,000 children (The Economist, 2005).

The aftermath of the tragedy is still visible. In the capital city of Banda Aceh, there are no longer any mountains of garbage or dead bodies. A floating, steam-powered electric generator, weighing 450 tons, which was cast ashore in downtown Banda Aceh, is still neglected. A coal ship which washed up in the fishing settlement in Lhok Nga has still not been removed. During the emergency phase, central command was held in Jakarta, led by Coordinating Minister for People's Welfare Alwi Shihab. Three months later, the Aceh-Nias Rehabilitation and Reconstruction Body (BRR) was formed, led by former Minister of Mining Kuntoro Mangkusubroto. The basis for rebuilding Aceh is the "blueprint", the reconstruction plan made by the National Development Planning Agency (Bappenas). However, Kuntoro does not see this document as being carved in stone. His noble concept is that all projects be conveyed to the public first, in order to avoid any problems later on. There is a plan that everything is to be built

by the people of Aceh themselves, not by outside contractors. "We want to directly involve the public," said Sudirman Said, BRR Deputy for Communication and Information (TEMPO, 2005).

At the time of the survey, the highest proportion of displaced households was in Simeulue (32.3%), followed by Aceh Besar (22.4%) and Banda Aceh (15.8%) fiable 1). Interviewed IDPs either were housed in camps or had found shelter with other families. Persons in an additional 46% of households in the three districts had been temporarily displaced but had returned to their residences. The highest proportion of households with partial or complete damage to homes was in Simeulue, where 82.3% of homes were affected, followed by 61.8% in Banda Aceh and 47.3% in Aceh Besar (Table 1). Limited numbers of households with damaged homes had received building materials for reconstruction (11.4% in Aceh Besar, 3.1% in Banda Aceh, and 2.4% in Simeulue). Plastic sheeting for temporary shelter had been received by 82.5% of households with damaged houses in Simeulue, 27.7% in Aceh Besar, and 20.9% in Banda Aceh. Food assistance (e.g., rice, noodles, fish, and oil) had been received by 90.4% of households in Simeulue, 62.2% in Banda Aceh, and 41.6% in Aceh Besar. Among children aged 12-59 months, distribution of micronutrient supplements was highest in Simeulue (60.8% among IDPs and 53.2% among nondisplaced children), lowest in Banda Aceh (25.0% among IDPs and 15.1% among nondisplaced children), and significantly lower among nondisplaced children (22.7%) than IDPs (55.9%) in Aceh Besar (Table 2). Among children aged 6-59 months, global acute malnutrition (GAM) (7) ranged from 7.8% among nondisplaced children in Banda Aceh to 17.6% among IDPs in Simeulue. Severe acute malnutrition (SAM) was highest in Simeulue (3.4% among IDPs and 1.9% among nondisplaced children) (Table 2). GAM was not significantly higher among IDPs in the three districts, and no association was observed between food aid distribution and GAM. A measles vaccination campaign targeted all children aged 6 months-15 years. Among eligible children aged 12-59 months, the percentage receiving measles vaccination ranged from 37.3% of IDPs in Aceh Besar to 58.2% of nondisplaced children in Banda Aceh (Table 2). Among children in this age group, the key point of contact for Indonesian public health

services, including routine vaccination, is a monthly growthmonitoring service called the Posyandu. Approximately half of all children surveyed in this age group had been evaluated by the Posyandu during the preceding 3 months (Widyastuti, *et al*, 2006).

After the earthquake and tsunami killed 170,000 people in Aceh, the Indonesian government and Gam, the Free Aceh Movement, signed a memorandum of understanding to end fighting that had claimed at least 12,000 lives (Aglionby and Hidayat, 2006).

Based on a report issued in 2006 on the 1 year progress of development in Aceh and Nias post-disaster, on the housing sector, 41,734 new houses have been built. BRR's aim to complete all the housing requirements by mid-2007 is on target. At the same time, the number of schools reconstructed has reached 524 units. In the health sector, 113 health facilities have been rebuilt and 7,380 health outlets have been established throughout the regions (Bappenas, 2006).

"Collaborating: Is both assertive and cooperative. The collaborating is the complete opposite of avoiding. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It means digging into an issue to identify the underlying needs and wants of the individuals involved to learn and to find a creative solution to solve and meet their needs. The collaboration method's objective is to find an integrative solution when concerns of the parties involved are too important to ignore or to be compromised. All parties are not just trying to work together but they also create purpose and meaning for the greater cause. Problem and conflicts have been seen as challenging factors" (Kilmann, 2002). This means finding the situation where all parties can win. By merging the interest and insight from all parties with different perspectives, the group or organization can gain commitment by incorporating concerns into a concencus (Condiffe, 1995). Refering to Table 4.1 Response and Result on Aceh, the method taken mostly was in form of collaboration. *Aid agencies, the Indonesian government, and even regional military forces, such as the U.S. and Australian navies, rushed in emergency* food, medicine and tents. Now, six months after the disaster, *aid agencies and the Indonesian government are cautiously starting reconstruction work*, using

hundreds of millions of dollars in donations. Many Acehnese, who come from a proud and independent culture, say they are grateful for the food and tents they have received - but what they really want are homes and jobs, so they are not dependent on handouts (Collins, 2005).

"Competing: Assertive and uncooperative. This is a power-oriented mode. Competing means standing up for your rights, defending position you believe is correct, or simply trying to win. This is best implemented when quick action is vital. There are people taking advantages of noncompetitive behavior. Emergency and important issues need to implement unpopular actions such as cost cutting in an organization or a project" (Kilmann, 2002). In the emergency stage, people are taking initiatives to help and there was no single coordination in place yet. *Authorities* were still trying to reach some of the hardest hit areas, including coastal plains closest to the epicentre of the 9.0 magnitude earthquake that struck off the western shores of Aceh on Sunday and sent a series of tsunamis racing across the Indian Ocean while *the military* said it had sent three aircraft-loads of emergency supplies to Aceh. *The United Nations* in Jakarta said 175 tonnes of rice arrived in the province late on Monday, and that it expected to fly in medical supplies tomorrow (Shawn, 2004).

"Accommodating: Accommodating is unassertive and cooperative. This method is the complete opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. This method also allows you to reposition yourself better when you err to the wrong side of the matter. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. This behavior may happen if there is one party has superior power and the other is trying to build social credit for a later time or think that the issue is more important to the superior party" (Killman, 2010). The USNS Mercy, a hospital ship, and the USNS Niagara Falls, a supply ship, are under way and should reach the region in six days. The ships were *sent in response to an informal request* from Jakarta, Hicks said. A formal request is expected shortly through diplomatic channels (Bullock, 2005). In response to the disaster, during

the emergency phase, central command was held in Jakarta, led by Coordinating Minister for People's Welfare Alwi Shihab. Three months later, the Aceh-Nias Rehabilitation and Reconstruction Body (BRR) was formed, led by former Minister of Mining Kuntoro Mangkusubroto (TEMPO, 2005). The basis for rebuilding Aceh is the "blueprint", the reconstruction plan made by the National Development Planning Agency (Bappenas).
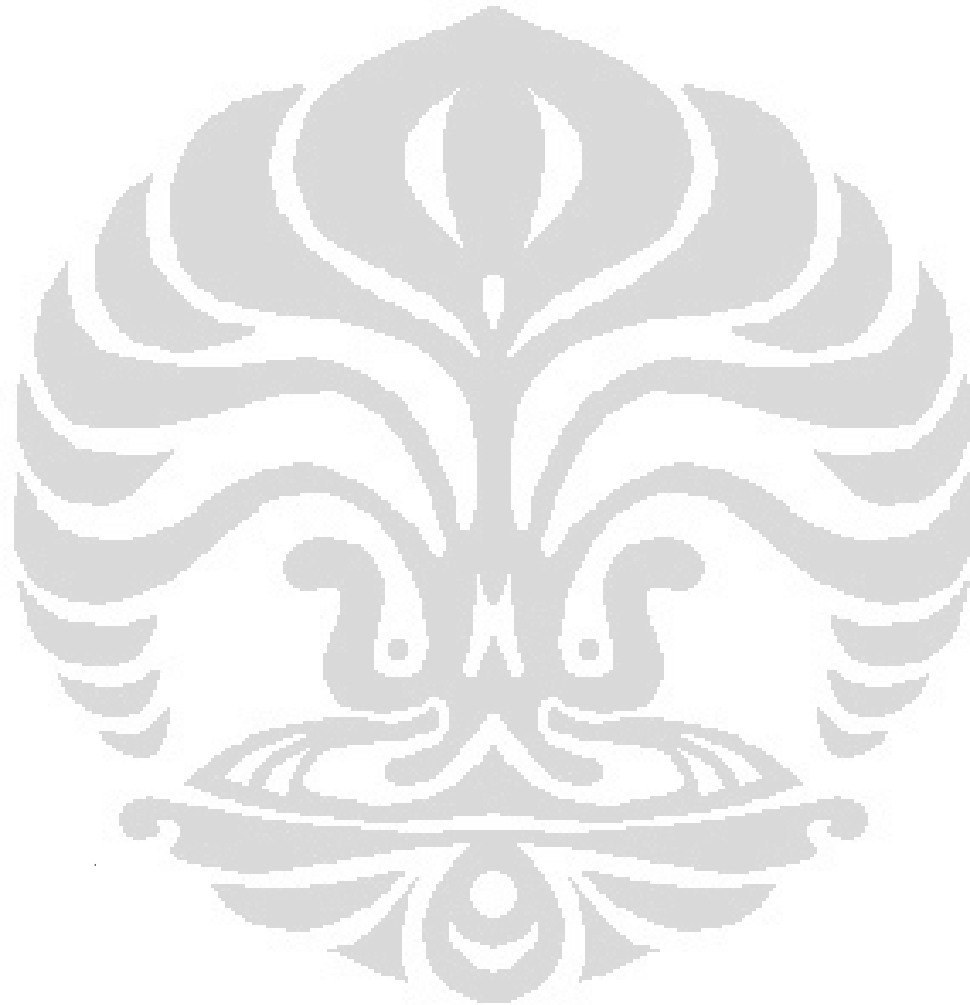
Table 4. 1 Response and Result on Aceh Earthquake and Tsunami

	Indonesia	Avoid	Compromise	Accommodate	Compete	Collaborate
Type of Disaster	Earthquake & Tsunami					
Magnitude	9,1					
Loss and Damages						
Relief Response	Authorities were still trying to reach some of the hardest hit areas, including coastal plains closest to the epicentre of the 9.0 magnitude earthquake that struck off the western shores of Aceh on Sunday and sent a series of tsunamis racing across the Indian Ocean. . The military said it had sent three aircraft-loads of emergency supplies to Aceh. The United Nations in Jakarta said 175 tonnes of rice arrived in the province late on Monday, and that it expected to fly in medical supplies tomorrow.				X	
	The US sent its ships to help Aceh in six days. The ships were sent in response to an informal request from Jakarta.			X		
	Aid agencies, the Indonesian government, and even regional military forces, such as the U.S. and Australian navies, rushed in emergency food, medicine and tents.					X
	Now, six months after the disaster, aid agencies and the Indonesian government are cautiously starting reconstruction work, using hundreds of millions of dollars in donations.					X
	Three months later, the Aceh-Nias Rehabilitation and Reconstruction Body (BRR) was formed, led by former Minister of Mining Kuntoro Mangkusubroto.			X		
	The Indonesian government and Gam, the Free Aceh Movement, signed a memorandum of understanding to end fighting on August 2005					X
Immediate Results	Almost no one died from outbreaks of disease, lack of clean water or starvation in the wake of the catastrophe, even in remote islands					
	Most children in tsunami-affected areas are back in school, although not necessarily in a proper building, United Nations Children's Fund has set up temporary schools for over 500,000 children					
	In 6 months, in the capital city of Banda Aceh, there are no longer any mountains of garbage or dead bodies.					
	Food assistance (e.g., rice, noodles, fish, and oil) had been received by 90.4% of households in Simeulue, 62.2% in Banda Aceh, and 41.6% in Aceh Besar					
Long Term Result (more than 1 year)	Peace Agreement between Indonesian Government and GAM					
	After 1 year: 41,734 new houses have been built, 524 schools reconstructed, 113 health facilities have been rebuilt, 7,380 health outlets have been established					
	After 2 years: Many progress in all sectors: infrastructure (5,76 mil m3 tsunami waste been cleared, 50% of damaged roads repaired, 65K out of targeted 120K of houses built, 782 schools built with 17.115 education people trained, lands and damaged fishing ponds have been rehabilitated)					

After the earthquake and tsunami killed 170,000 people in Aceh, the *Indonesian government and Gam, the Free Aceh Movement, signed a memorandum* of understanding to end fighting that had claimed at least 12,000 lives (Aglionby and Hidayat, 2006).

The results from the responses made from massive people or organization in the relief effort in Aceh shown so many achivement made in 2 years of post-disaster that cover all sectors, which are Human Resource, Environment, Education, Health, and Infrastructure Based on a report issued in 2006 on the 1 year progress of development in Aceh and Nias post-disaster, on the housing sector, 41,734 new houses have been built. BRR's aim to complete all the housing requirements by mid-2007 is on target. At the same time, the number of schools reconstructed has reached 524 units. In the health sector, 113 health facilities have been rebuilt and 7,380 health outlets have been established throughout the regions (Bappenas, 2006).

4.2.2 Analyzing the Aceh's Response and Other Method

Response efforts to natural disasters have had different level of success, and even failures in some cases. Analyzing the evidence of the five disasters described in this study and applying which conflict management method used gives us a good indication of the resulting success/failure and outcome.

Table 4. 2 Response and Results (Katrina,Myanmar Cyclone, and Haiti)

	US	Myanmar	Haiti
Type of Disaster	Hurricane Katrina	Cyclone	Earthquake
Method	Avoiding	Avoiding	Compromising
Date	August 29,2005	May 2, 2008	January 12,2010
Magnitude	N/A	N/A	8.8
Loss and Damages	People were not evacuated even though there are few days of warning about the storm coming (Schultz, 2005).	Over 138,000 killed, the worst natural disaster in country's history	Killed more than 500 people and caused some $30 billion in damage, wrecking hundreds of thousands of homes and mangling highways and bridges (Financial Express, 2012)
Relief Response			
Avoiding	After a year of the hurricane, there is no large infrastructure plans to rebuild the cities. Central government said it was the responsibilities of the state and local officials (waws.org, 2006). Homeland Security refused to take charge (Cooper and Block, 2006) The military can't come into a state en masse without a specific invitation from the governor even if local police and fire departments are incapacitated (United States Naval Institute, 2005).	India's meteorological department had given the Burmese government 48 hours' notice of how severe Cyclone Nargis would be, and where it would strike land. The country's military dictators broadcast some warnings over state media. But they organised no evacuations or other measures to limit casualties as the tempest approached. The regime has been slow to grant visas to foreign aid workers and let supply planes land. It is paranoid about being overthrown by the Western powers and treats all offers of outside help with suspicion. The State Peace and Development Council (SPDC, the ruling military junta) will continue to focus on protecting its grip on power, rather than trying to deal more effectively with the major humanitarian crisis the country is currently facing.	The Government did not response well and made a comprehensive plan on rehabilitation and reconstruction (cbc, 2012). .
Competing	House of Representatives issued the report that the response was a failure of initiatives (Menzel, 2006). President Bush has declared major disasters for affected areas in the four states on August 31 and directed Secretary of Homeland Security Michael Chertoff to chair a Cabinet-level task force to coordinate assistance from Washington, and Federal Emergency Management Agency (FEMA) Director Mike Brown is in charge of federal response and recovery efforts in the field.	U.N. Secretary General Ban Ki-moon spoke today of his immense frustration at the unacceptably slow distribution of aid. Politicians and government officials in Britain and France called for air drops of relief, with or without permission of the government, and an editorial in Time Magazine argued for the use of force if necessary. The military is also taking credit for work done by regular citizens or monks, who are clearing roads and cleaning up debris, showing pictures of the work in the media and saying it had been carried out by the military. The UN will keep up its efforts to persuade the junta to implement genuine political reform, while the Association of South-East Asian Nations (ASEAN) will take a slightly tougher approach in its dealings with the junta.	In 2011, the new elected government finally came up with the commitment to build back the damaged cities and made agreement with the UN for rehabilitation and reconstruction plan (cbc, 2012). The Brazilian-led UN peacekeeping force remains in charge of security, and the UN will co-ordinate the aid effort (The Economist, 2010) The international aids were working separately according their own mission because of slow response from the government (US Fed News Service, 2012)
Compromise		It was not until 6 May, however, that the regime agreed to accept foreign assistance, and only on the basis that it could control aid distribution. Even then, the SPDC was slow to issue visas to foreign specialists and to allow aid into Myanmar.	Haiti's institutions were weak even before the disaster. Haiti's government is in no position to take charge, yet the country needs a strong government to put it to rights. Into that vacuum stepped the United States. (The Economist, 2010)
Immediate Results			
Negative Outcomes	The victims experienced lack of foods and the shelter was overly crowded. The shelter was too small to fit, food, and water and medicine supplies are not sufficient. The people left in the city suffered from lack of foods and water (Gheytanchi, et al, 2007). The area is still struggling to rebuild. Not all houses are rebuilt yet (VOA, 2011).	Delayed on rescue for 4 days caused more people died. Many of the affected communities are only reachable by boat. In other cases, felled trees or other obstacles block roads and there is no equipment available to clear them. Thousands of people lining the sides of roads waiting for help and large numbers of bloated corpses floating down rivers and in ponds.	After 6month: tens of thousands of Haitians are still living in tent cities (McClethy, 2010). There are riots, and though they're here to help, UN soldiers move everywhere, rifles and machine guns at the ready. The hospitals are in ruins or full. Drugs and medicines are running out, and single-use instruments are being re-used hundreds of times as amputations are performed on kitchen tables. Only 5% debris removed. More than 95% 25 million cubic of debris haven't been removed from its place and blocked the transporation facilities until 6 months later
Infrastructure	Public buildings in disrepair. Very little has been achieved the aid for restoring their homes in New Orleans. (White, 2006)	People still living in inadequate shelters	Less than 5 percent of the debris has been cleared, leaving enough to fill dump trucks parked bumper to bumper halfway around the world, according to The Associated Press (Yovino, 2010). Only 15 percent of temporary shelters have been built, few with permanent water and sanitation facilities (Yovino, 2010).
Human Resource	More people killed because 100,000 people were not evacuated and left in the city when the hurricane strikes (Gheytanchi, et al, 2007).	1/3 of households have access to health facilities School is costly (Post Nargis Periodic Review I.Dec2008) 2.4 million people in need of emergency food, housing and other forms of critical assistance	Thousand still living in city tents (McClathey, 2010)
Long Term Result			
Negative Outcome		180,000 people still face acute water shortage, and there is a great need for agricultural support and the creation of income generating opportunities at the community level. Children at age 11-15 don't go to school because of working (Post Nargis Periodic Review III 2010)	About a million people remain homeless, according to AP estimates (Yovino, 2010).
Infrastructure	After 1 year: 99% debris removed in Mississipi 36.000 temporary housing built in Mississipi (Barber,2006,One Year After Katrina, p14)	After 2 years: 487 shelters repaired (46%) (Post Nargis Periodic Review III.2010)	After 2 years: 50% debris removed or 2.2m3 6,000 houses repaired 28,600 temporary shelter built Rehabilitated 18km of road (USG Report 2012)
Human Resource	Public Assistance projects in Louisiana the completion progress has reached only 6% after 6 years of implementation (Congressional Documents and Publications, 2012).	154 children from 1,400 household go to school	150 teachers trained 600 classes built

Table 4. 3 Response and Results (Japan Earthquake and Nuclear, Aceh Tsunami)

	Japan	Japan	Indonesia
Type of Disaster	Earthquake and tsunami	Nuclear Leakage	Earthquake & Tsunami
Method	Collaborating	Avoiding	Collaborating
Date	March 11, 2011	March 12, 2011	December 26, 2004
Magnitude	9.0	9.0	9.1
Loss and Damages	15,690 were killed, 4,740 are missing, and 5,710 were injured (Guardian, 2012). Evacuee 342.000	One nuclear worker was killed, at least six were injured and two were missing at the plants in the aftermath of Friday's 8.9 magnitude earthquake and the blast Saturday afternoon, according to the Tokyo Electric Power Co., which operates the Fukushima I and II nuclear power stations. Leakage of radiation surrounding the nuclear plants (Washington Post, 2011).	226,000 people killed or missing. 700,000 people displaced (Financial Express, 2012).
Relief Response			
Avoiding		The Government was to order people surrounding the plants to evacuate but yet to seal the information about the high level of the radiation (Washington Post, 2011). Nearly a year after the triple meltdown at the Fukushima Daiichi facility, Japanese decision-makers cannot agree on how to safeguard their reactors against future disasters (Washington Post, 2012). Delays in relaying information to the public; managers' lack of knowledge of procedures to deal with emergencies ; poor communications - between the workers and the government, among the workers themselves, and between government bodies (bbc, 2011). Tokyo Electric Power and government nuclear safety officials also did not explain the precise sequence of failures at the plant on March 15 (NYTimes, 2011). Japanese government decision makers cannot agree how to safeguard their reactors against disasters	
Competing	160.000 army and police deployed, 26.000 rescued		Authorities were still trying to reach some of the hardest hit areas. The military said it had sent three aircraft-loads of emergency supplies to Aceh. The United Nations in Jakarta said 175 tonnes of rice arrived in the province and that it expected to fly in medical supplies (Shawn, 2004)
Accommodate		Reactors shut down after few days (NYTimes, 2011). Authorities ordered an estimated 170,000 people to evacuate from a 20-kilometer (12.4-mile) radius around the Fukushima I plant and about 30,000 people to leave a 10-kilometer (6.2-mile) radius around the Fukushima II plant (Washington Post, 2011).	The US sent its ships to help Aceh in six days. The ships were sent in response to an informal request from Jakarta.
Collaboration	Government coordinates with international aids to help Food supplies,drinking water,medicine sent to affected areas with help from local and international aid		Aid agencies, the Indonesian government, and even regional military forces, such as the U.S. and Australian navies, rushed in emergency food, medicine and tents. Three months later, the Aceh-Nias Rehabilitation and Reconstruction Body (BRR) was formed to coordinate with provincial government, donors and line of ministries The Indonesian government and Gam, the Free Aceh Movement, signed a memorandum of understanding to end fighting on August 2005 Six months after the disaster, aid agencies and the Indonesian government are cautiously starting reconstruction work, using hundreds of millions of dollars in donations.
Immediate Results			
Negative Outcomes	N/A	TEPCO still unable to detect the radioactive water leaking from one of the reactors after months The badly damaged Fukushima Daiichi plant discharged massive amounts of nuclear pollutants, endangering population in the immediate vicinity (Guardian, 2012) Government-commisioned study reported reactors are badly damaged, the information to public was delayed, and lack of knowledge of emergency procedures management Government still indicated of hiding the information regarding high radiation level forecasted.	N/A
Infrastructure	50% of debris removed to temporary place within days Road which connects Tohoku and Kanto was restored 347km GDP fell0.9 on first quarter but shrank much less than foreseen for 2nd quarter Roads and transportation cleared from debris, houses built The Nikkei Average Index has rallied 14% this year a	Injecting nitrogen for cooling down reactor (Road to recovery,Gov of Japan,2012,p17)	In 6 months, in the capital city of Banda Aceh, there are no longer any mountains of garbage or dead bodies. Most children in tsunami-affected areas are back in school, although not necessarily in a proper building, United Nations Children's Fund has set up temporary schools for over 500,000 children
Human Resource	930.000 victims are assisted from 40,000 evacuees reduced to 580 people in evacuation center	Improvement on radiation control/medical system (Road to recovery,Gov of Japan,2012,p17)	Almost no one died from outbreaks of disease, lack of clean water or starvation in the wake of the catastrophe, even in remote islands Food assistance (e.g., rice, noodles, fish, and oil) had been received by 90.4% of households in Simeulue, 62.2% in Banda Aceh, and 41.6% in Aceh Besar
Long Term Result			
Negative Outcome	Communities are struggling not just to rebuild but also to draw new businesses (Daisuke, 2010)	Indication that the radiation level is above normal in reactors surrounding area.	
Infrastructure	Electric supplies for houses restored by 96% Town gas supply restored 80% Water supply restored by 98%	Countinue cold shutdown condition	After 1 year: 41,734 new houses have been built, 524 schools reconstructed, 113 health facilities have been rebuilt, 7,380 health outlets have been established After 2 years: Many progress in all sectors: infrastructure (5,76 mil m3 tsunami waste been cleared, 50% of damaged roads repaired, 65K out of targeted 120K of
Human Resource	N/A	N/A	Peace Agreement between Indonesian Government and GAM 17.115 education people trained

4.3 Aceh In-depth Study

Collaborative appears to have had most success in response actions. Aceh is a shining example of this approach. The following further analysis to see where this success comes from.

4.3.1 Collaborative Essence in Aceh Disaster Response

Participants of the interview share the ingredients in order to collaboratively response to Aceh disaster. The key factors to be in place in a collaborative effort according to Kayser (2010) are Structural and Behavior ingredients. From the interview result the researcher trying to saturate the data by coding the interview result in form of transcript and to see the important points mentioned by the participants in collaboration process taking example specifically in the decision making process in the project. The interview result as in appendix 4 showing the level of existence of these ingeredients and phases of collaboration according to the participants.

Structural Ingredients:

1. *Shared Goals:* The shared goals should align with desire and objective of each partner; The members' shared goals are outlined in the BRR's Master Plan of Rehabilitation and Reconstruction. The common objective was to support the GOI to make the plans in the Master Plan of BRR in Perpres 47/2008 into reality. The Perpres contains the basis for planning and implementation guidelines of the Rehabilitation and Reconstruction in Aceh and Nias. The Table 4.1 shows that all the stakeholders agreed that they have the common goals. Some said to rehabilitate and reconstruct, some others said the goal is to build better Aceh and Nias. There is also values that all respondents shared. One of them is Humanity. *R10* mentioned on the early stage, called the honeymoon stage, everybody was in the same phase, same mindset. All had the same goal of humanity relief effort.."when we were there at the beginning, itu kan semua nafasnya dalam nafas yang sama, jadi semua untuk kemanusiaan, kemudian kita harus kasih respon cepat, gitu kan.."(EN:"..when we were there at the beginning, all breath in the same air, all for humanity, therefore we had to provide rapid respond..). There is sense

of urgency to help the survivors of the tsunami and earthquake. Focus on humanity. This also helps the creation of the peace agreement between combatan and the GOI. The humanity value has become a priority and the reason behind the dispute had lost its meaning. The same view and objective is the one that what makes the rapid responds in the beginning of the collaboration. *R12* mentioned about line of priority set by the government guides the relief efforts into the right direction. From there the team then unified between the program set by the government with donor's mandate. Sharing the same views and having the clear objective outlined in the BRR Master Plan helps the stakeholders in the relief effort to have a big picture of the planning would be and to set the activities and the planning to be in line with the Master Plan. *R3* also mentioned that the XYZ formed to help Aceh post tsunami on rehabilitation and reconstruction. Then they pooled funds for infrastruktur, economy development, government capacity so Aceh and Nias can return back to normal life again…".. membantu Aceh pasca rehabiliatasi dan rekrontuksi dibawah Bank Dunia , dalam rangka rehabilitasi dan rekrontuksi Aceh dan Nias pasca tsunami kan gitu ,maka terkumpul dana sekian untuk infrasturuktur, untuk pembangunan ekonomi , kapasitas kelembagaan maka Aceh dan Nias bisa kembali kan gitu tujuannya".*Interdependence and Complementary Skills*: All parties depends on each other's knowledge, experiences, skills, abilities to achieve the goals and each respondent is contributing different value to the project to pursue an opportunity to that will improve the organization; The respondents hold different kinds of expertise. The Government is the party who knows best what the country needs and therefore to lead and coordinate the relief efforts in the area. The donors having the world-wide experience and funds guiding the GOI on how the best to spend the money and in technical assistance of project implementation. As mentioned by R4.."..We provided the financing to streghtning the regional government.. (GoI)They need to ensure proper entity receiving the right asset who will be incharge of monitoring and maintaining of the assets with different ministries and regional government.." R8 said that there are complimentary skills between the organizations

collaborating.. "..XYZ itu kan untuk menampung donor, kemudian oleh XYZ di serahkan mengadministor itu ke World Bank, dari World Bank terus ke eksekusinya ada UNDP, ada ILO, ada World Bank sendiri, kalo WFP sebagai sub agency.." (EN: XYZ is pooling funds, then XYZ gave World Bank to administer, then for UNDP, ILO, WB as the executor , and with WFP as sub agency).

2. *Accountability:* When each partner should embrace the dimension of accountability for the results they collectively produce and have intention to strengthen them to be stronger partners. All procedures made in order to keep the values of transparency and accountability. The standardized procedures ensure the operational process and problem solving to be well organized and consistent to the policies. Mentioned by R1 that supervision mission made at least every 6 months (as in Table 3.2 and Table 3.3 The Supervision Mission of XYZ)..." ..mereka (monitor) pada saat mission-mission, mission-mission itu enam bulan sekali, diketahui proggressnya ada berapa kemudian proses disbursenya sudah berapa, kemudian ada masalah apa yang menghalangi proses disburse itu..." (EN: They are doing it (monitoring) on missions, which takes every 6 months, to see the progress of the project, how much the fund has been disbursed for it, and to see if there is any obstacle existing). Later on, the team will make a report to keep the respondents who is involved with the project updated.

Behavioral Ingredients:

1 *Integrity*: That all members have set of moral compass that sets clear parameters for what one will and will not do; The structure of XYZ is detailed designed with clear description of segregation of duties of each respondent. The guidelines made in order to maintain the full transparency and openness in the process within. Each of respondents has its different function depend on their capabilities to bring in directed contribution to the overall operational of the XYZ . As in the Section II of Operations Manual about the Governance and the Structure, the function has been divided into several posts which are Trustee, Steering Committee, Technical Review Group, Secretariat, Partner Agency, and Implementing Agencies. The guideline was made to ensure that

there is no overlapping function of the respondents' contribution to the process and gives clear autonomy for each function to do their parts.

2   *Commitment:*Willingness to commit themselves to a engaging the shared goal and put forward the common goal over their own interest. The donors have their own mandate to fullfil. However, with formal collaboration there is a commitment that the respondents should oblige to. The donors agreed to support and strenghten the GOI's Master Plan referring to the Paris Declaration on Aid Effectiveness. R10.." ...what happened in the beginning is, this is natural dimana-mana, if you were a WHO for example, itu makanya mandatnya adalah urusan health..ya kan..if you were Red Cross, your mandate itu adalah humanitarian effort, if you were World Bank your mandate itu lain lagi, poverty reduction, kemudian yah gitu-gitu lah...naturally donor itu memang had their message..same thing with the government..kalau departement koperasi ya cuma koperasi aja..nah within the XYZ ada mekanisme Paris Declaration ya..itu di apply dalam konteks XYZ adalah the only way to do adalah when the government leads the coordination and that was the key in XYZ , prinsipnya kan gitu..namanya donor harmonization segala macam itu will only happen like in Paris Declaration on Aid Effective Management itu adalah ketika governemnt leads..nah this is the way we manage.." (EN: " ...what happened in the beginning is, this is natural in every where, if you were a WHO for example, your mandate would be on health..right?..if you were Red Cross, your mandate is humanitarian effort, if you were World Bank your mandate would be different, poverty reduction, and so on...naturally donor had their message..same thing with the government..if you are from the Department of Cooperative, Small and Medium Enterprise, you would think only on that, within the XYZ there is a Paris Declaration mechanism..it is applied in the XYZ context that the only way to do is when the government leads the coordination and that was the key in XYZ, that is the principle..donor harmonization will only happen like in Paris Declaration on Aid Effective Management is when the governemnt leads..so this is the way we manage.."   In Paris declaration on Aid Effectiveness said that the most effective way for channeling the aid is to

support the partner countries' national strategies and associated operational frameworks (planning, budget, performance assesment frameworks). This is the main reason why the donors helped to strengthen the government's strategies. The government is seen as the only party who knows exactly what are the country's need and priorities.

3   *Communication*: Communication should be a transparent, nonjudgmental, and nonevaluative one. This requires the hearing session which is listening closely to each other's concerns. All the information flows, such as supervision mission report, meetings report, everything is pooled in the Secretariat which later on will be distributed back to all Respondents. The Secretariat then distributes all the information needed in meeting agenda prior to the meeting. This is to eliminate the possibility of the respondents getting asymmetric information to make a decision regarding an issue, and to maintain transparent and open communication between respondents. As mentioned by R3 (Appendix 3) that every decision or reason behind the decision made is discussed in the meeting.." harus pakai alasan kalau donor tidak setuju , itu akan dibicarakan di rapat tidak sendiri-sendiri.." (EN: had to have a reason if donors did not agree, that is the thing we will talk about in the meeting, not separately discussed). The Secretariat need to be in the neutral side between the donors and the GoI if there is any disagreement between the two parties. As mentioned by R4 that Secretariat listens and suggests win-win solutions for all parties.." Secretariat had to listen to the Donors and GoI comments and suggest to do this and that..". In the project leve, an open and intense communication is also maintained. R5 mentioned that they were involved in meetings before making decisions to proceed with the housing project.." Kami rapat2 semua tiap hari kami rapat bu..masalah-masalah rumah, masalah bangunan…kusen 12mm..kayu 10-10 .. 10-12..10-5 .. gitu-gitulah" (EN: We are invited in everyday meeting, regarding housing, the structures, window frame 12mm, measurement of the woods, sort of things like that..")

4.3.2 Phase of Collaboration within the Relief Effort in Aceh

Most of the participants stated the stages made during the collaborative effort in the disaster response in Aceh. The process involved all the stakeholders

in the project, from donor side, local or international non-governmental organization to the beneficiaries side.

The phases of collaborative conflict management are:

1. *Define the issues/problem*: Getting the clear picture of the problem. Each party states their views of what they think are the issues or problems. This process demands all the listening and assertiveness skills. Parties can open the exchange by establishing a rapport in which these can be expressed. Rapport can be achieved by statements or questions. (1995,Condiffe) The logical starting point of any collaborative effort is the development of 'clear picture' of what the issues or the problems are. Like mentioned by R11 in a meeting usually there are complicated problems to solved.." Kadang-kadang ada hal-hal (policy) yg pemerintah tidak setuju, tapi dia (XYZ) harus. Untuk mempertemukan ini susah"..(EN:Sometimes there are things which GoI doesn't agree but XYZ had to go through it..to consolidate it is challenging..")

2. *Concentrate on Interests Not on Outcomes*: The focus is not only to simply ask the reason behind the interest of each parties, but also to explore the objectives of the other party to prevent group from having premature solutions. The agenda of the meeting was distributed by the Secretariat prior to the SC meeting so the member can study on the issues and be able to understand and even to provide solutions. This helps to avoid any personal disagreement and focus on the interest of the reason why the issue came up. The process requires all the parties to listen to the issues brought up. Listening process is facilitated by the XYZ by having regular TRG Meeting for the parties to express their interests and the objective of each party before exploring to the issues. This helps respondents to concentrate on defining of what is the real issue. *R3* mentioned about that every needs were brought up to XYZ. The interest of the respondents then will be discussed in the SC meeting.."... XYZ kan luas , kan macam-macam bidang dan tidak spesifik , misalnya ini dibangun jalan , ada pihak yang mengusulkan ini dibangun jalan , ditanya Aceh butuh ngga jalan .oh kami tidak setuju kami butuh tapi tidak ditempati disitu , minta lokasi disini . ini kami sarankan ini ada kegiatan ini gimana , suapaya mohon kepada XYZdana yang dikeluarlan di perbesar ,

kenapa? karena Aceh pasca begini-begini , itukan pertimbangan kami , nah disitulah akan menjadi dasar . tapi bukan pemerintah Aceh yang memutuskan tapi bagian dari pada unsur dari rapat XYZ itu kita memberikan masukan dengan kebutuhan dari pemerintah Aceh sendiri , mereka mendfukung pembangunan di Aceh"..(EN: XYZ is huge. There is many field in it and not too specific. For instance the road build, there is one suggesting for a road build and asking us whether Aceh needs it...(answer) oh, we are not agree, we need it but not in there, but here (location)..here we are suggesting to make the activities in specific location, asking for XYZ to disburse more fund..why? because Aceh post tsunami is like this and that, these are our concerns,..and there would be our base (for the queries). But it is not the GoA to decide, it is part of the (SC) meeting of XYZ on which we are giving inputs of what the needs of Aceh, they (XYZ) are supporting the development in Aceh..". All of the issues studied and discussed first in the TRG level. If the issue cannot be solved in this level then it will be discussed and decided in the SC meeting. This shows that all stakeholders have the same rights to convey their interest and concerns, and is able suggest on the operational side based on its capacity to the Steering Committee.

3. *Generate Options*: The simple way to develop numbers of options is probably by doing the brainstorming. With brainstorming, a group can develop ideas of how to solve the problems in through several ways. (The critical points are to withhold criticism of the ideas generated and to welcome unusual and 'out-of –the-box' ideas. The XYZ implements the formal process in effort of reaching a consensus. As mentioned in the XYZ Operations Manual, the TRG functions included to discuss any policy issue that the members and official observers of the SC want to raise in the forum, providing guidance and suggestion to solution, highlighting the issues in project and program performance to the Steering Committee with assistance from the Secretariat.

4. *Select the Option(s) and Implement*: It is necessary to arrive at agreement on which options are appropriate and how they will be implemented. This steps includes the details seggregation of duties of each party on what are their roles and responsibilities, and the deadline. R-3 mentioned on the level of decision

making. Small scale of decision making is made on the field while the bigger ones which are principal or have significant impact, will be raised to the Co-Chairs and later on to be discussed in the Steering Committee.

Evaluate: This step is to evaluate on the implementation and follow up actions to make necessary improvement. XYZ does the evaluation by setting the indicators of performance and to do the supervision mission to ensure the targets are achieved in the certain point of time. Every action plan made is subject to evaluation. Report materials are pooled to the Secretariat. Then the Secretariat generates the report and distributes it to the stakeholders. Mentioned by R11 about the transparent XYZ report.." XYZ kan ada secretariat. Kalau dia, report transparan." (EN: XYZ has Secretariat who would make a transparent report).

4.3.3 Disaster Management in post-disaster Aceh

After the devastating Earthquake and tsunami, there are many initiatives on having a deeper knowledge or information system regarding the disaster management. The objective is to alert the community and as part of the preparedness of disaster management.

Crisis Management:
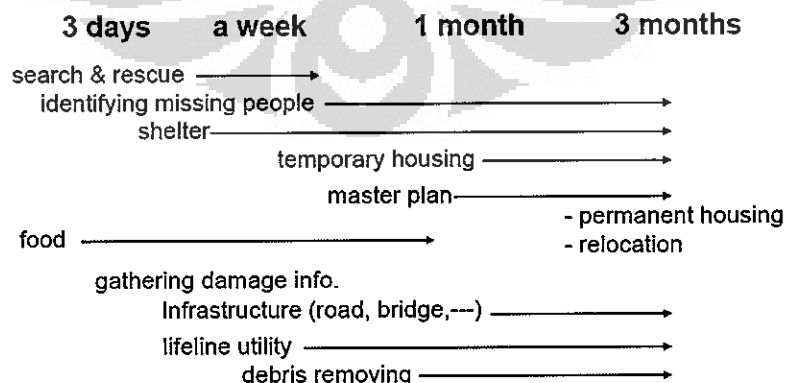
The Response and Recovery Time Frame in Aceh

Figure 4. 2 The Response and Recovery Timeframe in Aceh
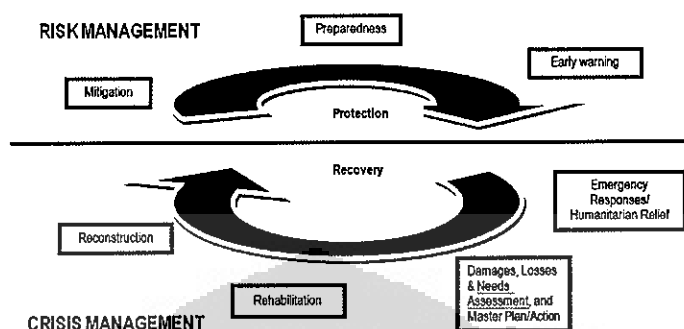
Source: Disaster Management (www.jsce.or.jp)

Figure 4. 3 Disaster Management Model

Source: Bappenas.go.id

Emergency Response

Emergency Response: is a series of activities implemented immediately after disaster to deal with the adverse impacts of disaster, which include search and rescue, evacuation, protection of assets, fulfillment of basic needs, protection, management of evacuees, and emergency recovery of public infrastructures and facilities (bnpb.go.id). The emergency response during the post-tsunami are:

- On December 26, 2004, Indonesian President Susilo Bambang Yudhoyono declared a national disaster (Masyarafah & McKeon, 2008)

- Under the president's direction, the headquarters was established on Dec. 29, 2004 (Hada & Goto)

- Cash-for-work activity that is funded by NGOs to help the community which have lost their living in post-disaster (Masyarafah & McKeon, 2008).

- Aid came in in a matter of hours. Thousands of personnel of the Indonesian armed forces (TNI) and the Police (Polri) who at the time were duty-stationed in

- Aceh helped out evacuating bodies and clearing rubble in cities. Within days headquarters of TNI and Polri dispatched reinforcement. They came from Singapore, Australia, Japan, Malaysia, and the US. They brought heavy equipment, clothing, foodstuff, and medical supplies (BRR, 2005).

- The government appointed the National Coordinating Agency for Disaster and IDP Management (Bakornas PBP) as executing agency during the emergency

University of Indonesia

response phase. The Coordinating Minister for People's Welfare, Alwi Shihab, coordinated emergency response activities directly from Banda Aceh (BRR, 2005).

Assessment

Assessment: measuring to what extent is the potential losses incurred by a hazard in a certain place and certain time (bnpb.go.id). The BRR managed to measure the total damaged for the guidance on the establishement of the Master Plan of Rehabilitation and Reconstruction phase.

Figure 4. 4 Assessment on the Aceh Damage and Losses

Source: BRR Website

Rehabilitation and Reconstruction

Rehabilitation: is the repair and recovery of all public service aspects to a sufficient degree in disaster-affected areas with the primary objective of returning service to normal or making all aspects of governance and community livelihood operational (bnpb.go.id). Reconstruction: is the rebuilding of all infrastructures, facilities and institutions in disaster-affected areas, at the government or

community level with the primary targets of achieving progress and development of economic activities, social and cultural activities, law and order, and the enhancement of the role of the community in all aspects of community lives in disaster-affected areas.

The steps are:

- The Government of Indonesia established the Agency for the Reconstruction and Rehabilitation of Aceh and Nias (BRR) in April 2005 to coordinate rehabilitation and reconstruction projects among field agencies and donors.
- Peace Agreement with Aceh ex-combatan in 2005 (BRA, 2008)
- Together with Donors, funding and implementing on rehabilitation and reconstruction projects that are in line with the BRR's Master Plan for Aceh and Nias (BRR, 2005).
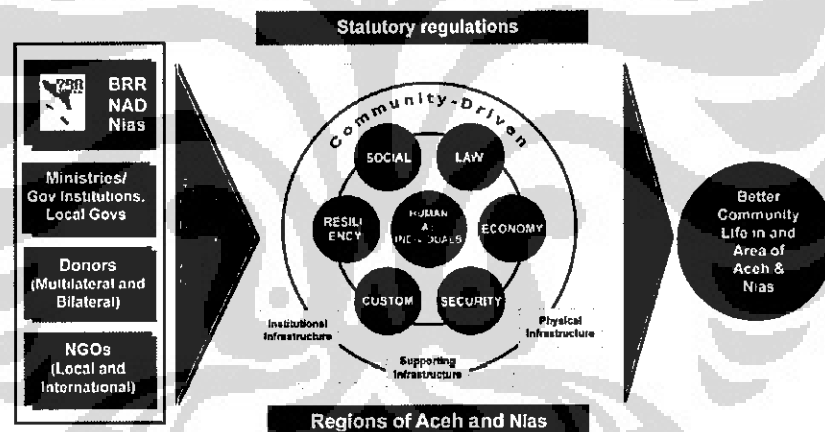

Figure 4. 5 BRR Rehabilitation and Reconstruction Framework

Source: Bappenas Website, BRR Report 2005

Risk Management:

Mitigation and Preparedness

Mitigation: is a series of efforts that include formulation of risk sensitive development policies, disaster mitigation activities, disaster emergency response and rehabilitation. Preparedness: is a series of activities implemented to anticipate disaster through the organization of training and other appropriate and effective measures (BNPB).

The GoI together with Donors through XYZ conduct a Disaster Risk Reduction. Which has close relationship with the establishment of the Aceh's

Disaster Management Agency (BPBD) and enhancing public awareness about disaster management (MDF, 2011)

Early Warning

Early Warning: is a series of activities implemented to provide an immediate warning to the community related to the potential of a hazard occurring in a certain place by the authorized agency:

- Ehancing the function of university on public awareness. Unversita Syiah Kuala established an online information system called Tsunami and Disaster Mitigation Research Center (TDMRC). TDMRC is a research center that focuses on the efforts of reducing disaster risk and tsunami established by the University of Syiah Kuala with the mission to disseminate the research outcome to be exploited by the community of Aceh, Indonesia and international.

CHAPTER 5

CONCLUSION AND SUGGESTION

5.1 Conclusion

5.1.1 The Collaborative Model

The people of Indonesia and the Government of Indonesia deserve much respect and praise for their tireless effort and high degree of cooperation and collaboration with both domestic and international parties in rebuilding Aceh and Nias. It would not surprise anyone if Indonesia leads the world as a role model for countries dealing with natural disasters. Through the spirit of collaboration, Indonesia accomplished in rebuilding areas of infrastructure, community recovery, economic development, environment, and governance, when several developed countries could not do the same in their own countries. The Collaboration Model is proven to be very effective in using available resources and transforming these into high impact results. The model supports the Paris Declaration of supporting the client government to develop its country according to their plans. The government following consultation with community knows best what the needs of the country are, which area to develop and which are adequate already. The donors can assist the government to reach the desired development by providing assistance in funds and guidelines based on their international experience and best practices around the globe. It gives the chance for the client to increase their capacity and to develop themselves and eventually to even help other countries in solving similar problems with disaster response.

Sense of ownership is one of the key requirements for the success of disaster response projects. The community involved projects have proven to be extremely successful in the process and the achievement. The collaborative process happened naturally when there was a sense of ownership of the effort amongst the community groups. The achievement made can be seen in their internal and public reports, independent reviews, and various news articles. The model can be replicated in future disaster response around the globe.

A clear objective helps stakeholders in collaborative efforts in making the decision of the method, planning and the design of the response. Dealing with multi stakeholders is challenging. The collaborative effort which holds clear objective has proven to be the most effective way in responding to a disaster. It gives the chance of effort to reach its goals by building understanding of the big picture of the resource and results of the effort, sense of ownership by stakeholders, and consistency on the implementation. By reaching those values, conflict is reduced to its minimum level and the potential of having it is easy to identify. The controlling of potential conflict is the critical point for the entity to do the implementation. It avoids the delays and any obstructive actions from the stakeholders. Hearing session in each meeting holds the key role in the managing the potential conflicts. The method chosen should be able to support the objective set in the beginning. The response effort has the same mechanism in the practice.

There are few aspects which pointed out by the stakeholders interviewed. They mentioned about participation, equality, the goodwill and the projects which complement one another.

Participation. The community's participation proved to very effective on the housing projects. XYZ gave the beneficiaries the independency into making decisions on the funds used based on their needs. The community was involved in planning and implementing the design of their house as long as it follows the standard of safety in building a house and within the budget given. (Kilmann, 1974) Commitment can be increased through collaboration by incorporating others' concerns into a consensus decision. R-5 mentioned that the projects give the chance for community to participate in it and involved in the technical decision through their key opinion leaders

Equality. Equal treatment for every issue comes up. All issues should go through the same screening and problem before decided whether it will have to be elevated to the higher level of problem solving hierarchy. R-3 mentioned that all issues were heard and if necessary being brought into the SC meeting and will have the consensus there. If the consensus has been made, all parties should obey and the decision reached according to their functions.

Comparative Advantage. R-3 admit that Aceh does not have the institution that is trustworthy enough by the donor countries to be able to administer the fund, like the way the donors trust the The World Bank to pool the fund.

Across project collaboration. Some projects are complementing on one another in order to reach optimum impact of the project. For instance, in the housing project preparation, it was supported by the land titling project to make sure the title of the land to be built upon is transferred to the rightfully owner. If the process is done, the housing project then can proceed.

5.1.2 The Disaster Management

Central Government of Indonesia, Provincial Government of Aceh together with the local and international organization implementing the lesson learned from Aceh Earthquake and tsunami and put it into the Risk Management stages in order to build community awareness regarding the disaster. The awaerenss built conducted in many forms for instance are the online information system web based (TDMRC) or through community development project which is Disaster Risk Reduction (DRR) project. It is critical for the people living in the coastal and in Ring of Fire area to have disaster awareness to understand the action should be taken when the disaster foreseen.

5.2 Things that Could Have Been Done Better

Sense of ownership

In collaborative form, to understand the common objective is the critical point in effort of managing the group. It builds the sense of ownership of the multi-stakeholders to function in their roles. Since the understanding of the greater goal is critical in proceeding of the project, the entity should ensure that this point has reached in the early stage of the project. The same level of understanding and same views of the importance of the project has to be achieved before proceed with the response effort. The XYZ's way on housing project to involve community by their representative / key opinion leader which will safe time on the effort of getting a consensus, can also considered to be implemented in the future.

Communication Flow

There are ways to help enhancing those key points. The continuous coordination, disseminating the policies and flow of information distribution can help to reach the effective communication within the group. The policy disseminating and possibilities of workshops also help the stakeholders whether it is from the governmental and non-governmental side to prepare themselves on setting their internal structures, procedures and their human resource capabilities in supporting the effort implementation.

Policies and Procedure

To fully understand policies and procedures, detailed roles and responsibilities is key. It helps the group to stay on track and in line with the common objectives agreed in the beginning. The planning should be made based on the best practice in the fields. The international experiences from the donors and international NGOs contributes on the possible problem solving that the entity might face.

Flexibilities

Best practice can be adopted concerning the success achieved by doing it in the past. However, the rules made should not be only based on the international best practices. The policy should also have room for adjustments. It should enables flexibility in the implementation according to the local conditions.

BIBLIOGRAPHY

Barta, P., & Pokharel, K. (2008, May 12). World news*: Cyclone Victims May Have to Wait Weeks for Aid*. Wall Street Journal, pp. A.10-A.10. Proquest. http://search.proquest.com/docview/399091710?accountid=17242

Beyerlein & Harris (2004) *Collaboration for Organization Success: Linking Organization* , UNIVERSITY OF NORTH TEXAS, Proquest.

Billikopf, Gregorio. (2003). *Labor Management in Agriculture*: University of California

BMI (2012) Japan Agribusiness Report Q2 2012, Business Monitor International

BRR (2005) Laying Down the Foundation for a Better Tomorrow. http://monevacehnias.bappenas.go.id/images/kumpulan_laporan/laporan_brr/ Menyinambungkan_Pemulihan_laporan_Semesteran_2008_Bapel_BRR/01_ Laporan_Semesteran_Tahun_I_BRR_2005/Laying_Down_the_Foundation_f or_a_Better_Tomorrow.pdf

Condiffe, Peter. (1995). *Conflict Management, A Practical Guide*: Business Information Press.

Daft, Richard L. (2007). *Understanding The Theory and Design of Organizations*: Vanderbilt University, Thomson South Western.

EIU Viewswire. Myanmar: Country outlook(2008). New York, United States, New York: EIU Viewswire.Proquest. http://search.proquest.com/docview/328875682?accountid=17242

European Union (2012) MDF, *Multi Donor Fund for Aceh and Nias* http://eeas.europa.eu/delegations/indonesia/documents/eu_indonesia/mdf_en.p df, EU website.

Gee, John (2006): A Year After the Tsunami, Is it Peace at Last for Aceh? ,The Washington Report on Middle East Affairs 25. http://washington-report.org/archives/281-washington-report-archives-2006-2010/march-2006/11126-islam-and-the-near-east-in-the-far-east-a-year-after-the-tsunami-is-it-peace-at-last-for-aceh.html

Gayle, Damien. (2012). *Stricken Fukushima Nuclear Plant at Dire Risk of Massive New Earthquake, Scientist Warn*, www.dailymail.co.uk http://www.dailymail.co.uk/sciencetech/article-2100901/Stricken-Fukushima-Daiichi-nuclear-plant-dire-risk-massive-new-earthquake-scientists-warn.html

Gheytanchi, Anahita., Joseph, Lisa., Gierlach, Elaine., Kimpara, Satoko., Housley, Jennifer., Franco, Zeno E. ., and Beutler, Larry E. The Dirty Dozen (2007). *Twelve Failures of the Hurricane Katrina Response and How Psychology Can Help*. Pacific Graduate School of Psychology, Proquest.

Gold, Shabtai, Mc Clathcy (11 Mar 2011) *RoundUp: UN: 62 Response Teams on "High Alert" for Japan, Tsunami Eds: Updates Number of Response Teams,* Tribune Business News

Hadavi, Tala. (April 2012) *Seven Years After Katrina, New Orleans Still Struggles to Rebuild.* VOA News. http://www.voanews.com/content/seven-years-after-katrina-new-orleans-still-struggles-to-rebuild-145999585/181154.html

Harlan, Chico. (2012) *After earthquake, Japan Can't agree on the Future of Nuclear Power,* www.washingtonpost.com http://www.washingtonpost.com/world/asia_pacific/after-earthquake-japan-cant-agree-on-the-future-of-nuclear-power/2012/01/22/gIQAJOfaRQ_story.html

Harmon, Katherine. (2012). *Japan's Post Fukushima Earthquake Health Woes Go Beyond Radiation Effects.* www.nature.com http://www.nature.com/news/japan-s-post-fukushima-earthquake-health-woes-go-beyond-radiation-effects-1.10179

Harris, Cheryl Lynne. (December 2005), *Support of Collaboration ans Organization Effectiveness*, UNIVERSITY OF NORTH TEXAS, Proquest.

Ichsan (2001) *Community Participation In Post-Tsunami Redevelopment In Aceh: The Process and Community Members' Perceptions and Preferences*, University of Arkansas

Jackson, Brian A ., Faith, Kay Sullivan., Willis, Henry H. RAND (2010). *Evaluating the Reliability of Emergency ResponseSystems for Large-Scale Incident Operations.* Corporation for Homeland Security and Defense Center

James Corbett (June 14, 2012); More Report Emerge Regarding Fukushima Cover Ups, www.fukushimaupdate.com http://fukushimaupdate.com/more-reports-emerge-regarding-fukushima-cover-ups/

Katrina Recovery Report Shows Slow Project Completion. (2012). *Congressional Documents and Publications*. Proquest.

Kayser, Thomas. (2011). *Six Ingredients for Collaborative Partnership*: Leader to Leader Issue 61. wileyonlinelibrary.com

Kayser, Thomas. (2011). *Building Team Power: How to Unleash the Collaborative Genius of Teams for Increased Engagement, Productivity, and Results. 2nd Edition* : The McGraww-Hill Companies.

Kazmin, Amy. (2008). *Bunker Mentality Blocks Aid to Burma*. (May 10,2008). London (UK): Financial Times.

Matsumura, Masahiro. The Guardian (2012) *After the Earthquake: changing Japan*. UK: The Guardian. http://www.guardian.co.uk/commentisfree/2012/mar/11/japan-tsunami-earthquake-recovery-future

Masyrafah, Harry., McKeon, Jock MJA. (2008) *Post Tsunami Aid Effectiveness in Aceh. Proliferation and Coordination in Reconstruction.* Wolfenshon Center For Development. Brookings. http://www.brookings.edu/~/media/research/files/papers/2008/11/aceh%20aid%20masyrafah/11_aceh_aid_masyrafah.pdf

McTaggart-Cowan, R., Bosart, L. F., Gyakum, J. R., & Atallah, E. H. (2007). Hurricane katrina (2005). part I: Complex life cycle of an intense tropical cyclone. Monthly Weather Review, 135(12), 3905-3911,3913-3917,3919,3921-3926. Proquest. http://search.proquest.com/docview/198211365?accountid=17242

Menzel, Donald C (2006) *The Katrina Aftermath: A Failure of Federalism or Leadership?*. Public Administration Review 66.6.

Pelupessy, Dicky C., and Muluk, Hamdi. (2002). *Pengaruh Kerangka Konflik Terhadap Preferensi Resolusi konflik:* Bunga Rampai

Pickrell, John. (2005); *Facts and Figures: Asian Tsunami Disaster*. NewScientist. Proquest.

http://www.newscientist.com/article/dn9931-facts-and-figures-asian-tsunami-disaster.html

Poister, Theodorae H. (2003). *Measuring Performance in Public and Nonprofit Organizations*. Jossey-Bass, A Wiley Imprint.

Rep. Debbie Wasserman Schultz, D-Fla. (02 Sep 2005) *Hurricane Katrina : Poor Planning, Slow Response Has Killed People,* US Fed News Service, Including US State News,Washington, D.C, Proquest.

Scientists assess flooding, damage from 2008 myanmar cyclone.(2009, Jul 27). US Fed News Service, Including US State News, pp. n/a. Proquest.

http://search.proquest.com/docview/472477690?accountid=17242

Smith, Duane., (2010). *A Study of Command and Control of Multi-Agency Disaster Response Operations*. Proquest.Sobel, R. S., & Leeson, P. T. (2007). The use of knowledge in natural-disaster relief management. The Independent Review,   11(4),   519-532.   Retrieved   from

http://search.proquest.com/docview/211207675?accountid=17242

The Financial Express. (2012) *10 strongest earthquakes since 1900*. The Financial Express.Proquest.

http://search.proquest.com/docview/993484703?accountid=17242

Theodorae. (2007). *Principles of Emergency Management Supplement*. EM Group.

TEPCO Still Unable to Find Fukushima Leaks. (June 12,2012). *Fukushima Update*

http://fukushimaupdate.com/tepco-still-unable-to-find-fukushima-leaks/

Tsunami and Disaster Mitigation Research Center. Banda Aceh: Syiah Kuala University.

http://www.tdmrc.org/en/activities/knowledge-management-division/aceh tsunami-digital-repository-atdr

WorldNews. (2008). *Cyclone Nargis Slammed Burma Delta Region*. World News.

http://wn.com/Cyclone_Nargis_slammed_Burma_Delta_Region

WSWS. (2006). *One year Since Hurricanne: New Orleans left to Rot.* World Socialist Website.

http://www.wsws.org/articles/2006/aug2006/katr-a29.shtml)

Yada,Y., & Goto, Y.*Chapter 14 Disaster Management.* www.jsce.or.jp

http://www.jsce.or.jp/committee/2004sumatra/chapter_14.pdf

Yovino, J. (2011). A Year After Quake, Haiti Can't Shake Debris.Daily Reporter.com

http://dailyreporter.com/2011/01/12/a-year-after-quake-haiti-is-still-waiting-to-be-rebuilt/

Zaré, M; Afrouz, S Ghaychi (2012) *Crisis Management of Tohoku; Japan Earthquake and Tsunami,* Iranian Journal of Public Health
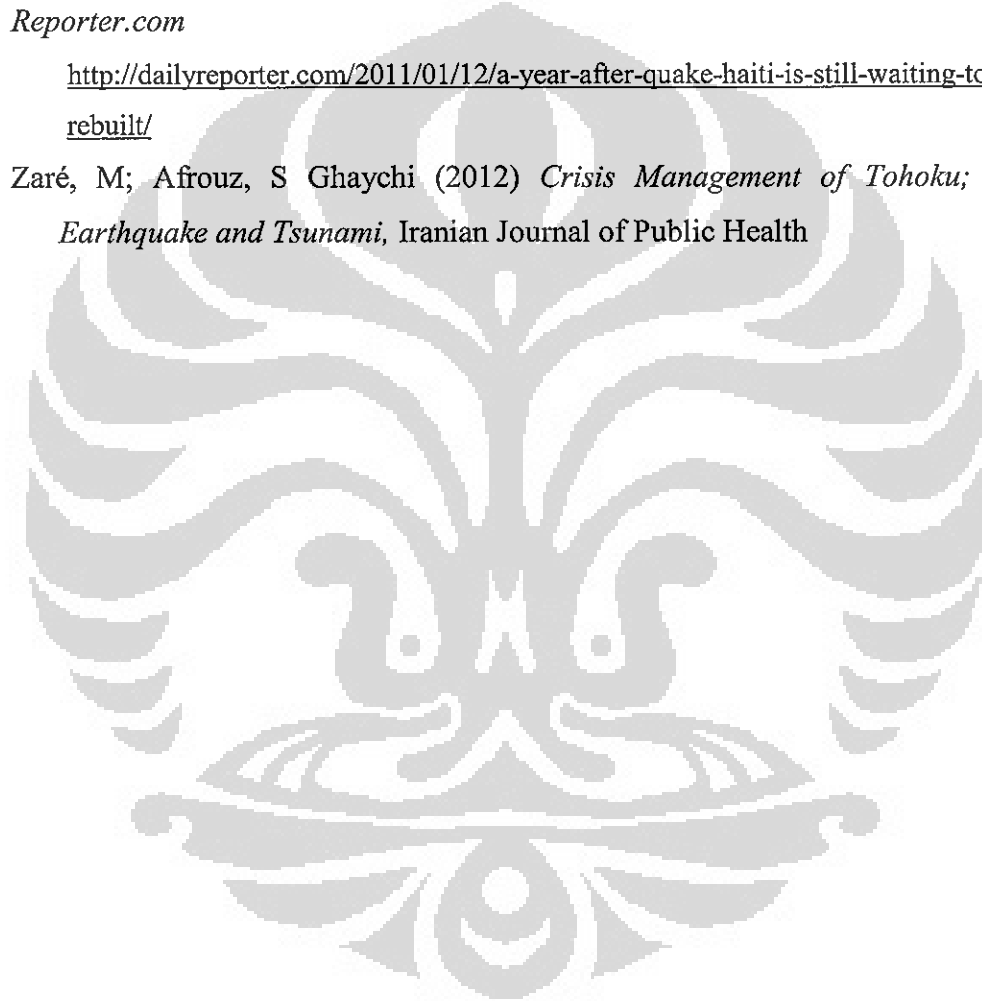
Interview Results

The Interview Result on Collaboration Essence and Phase

No	Description	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	Yes	No	
	Ingredients of Collaboration															
	Shared Goals	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
	Interdependence/Complimentary Skill	1	1	1	1	0	0	1	1	1	1	1	1	10	2	83%
	Accountability	1	1	1	1	0	0	1	1	1	1	1	1	10	2	83%
	Integrity	1	0	1	1	1	1	1	1	1	1	1	1	11	1	92%
	Commitment	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
	Communication	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
	Phase of Collaboration															
	Define the Issue	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
	Concentrate on the Interest	1	1	1	1	0	0	1	1	1	1	1	1	10	2	83%
	Generate Option	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
	Select the Option and Implement	1	1	1	1	0	0	1	1	1	1	1	1	10	2	83%
	Evaluate	1	1	1	1	1	1	1	1	1	1	1	1	12	0	100%
		11	10	11	11	7	7	11	11	11	11	11	11			

PROJECT	RESPONDEN 1
MOD	
DATE	
CRITERIA	

M   : Kalau seperti itu project yang mereka laksnain, yang monitor siapa?

R   : Yang monitor XYZ

M   : Kaya apa itu pak contohnya

R   : contohnya monef, monef terhadap project itu dilakukan oleh XYZ

M   : Yang laksanain UN

R   : Yang laksanain project UN, tapi dalam proses pelaksanan project itu evaluasinya dilakukan oleh sekretariat XYZ

M   : Melalui, maksudnya caranya monitorin gimana?

R   : Iya, mereka pada saat mission-mission, mission-mission itu enam bulan sekali, diketahui proggressnya ada berapa kemudian proses disburse sudah berapa, kemudian ada masalah apa yang menghalangi proses disburse itu

Project	
Respondent	3
Date & Time	

M   :Selamat sore pak , pak XYZ sebagai assistant XYZ dua boleh diceritakan sedikit pak tentang pak Said sendiri dalam kantor ini sebagai apa?

R   : ya jelaslah sebagai yang saudara ketahui bahwa saya sebagai assistant kesinambungan pembangunan dan ekonomi . sekitar Aceh sudah tentu dibawah XYZ Aceh , dengan itu membantu XYZ dalam melakukan tugas XYZ sesuai dengan bidang saya kesinambungan pembangunan dan ekonomi , berbicara masalah pembangunan dan ekonomi kan sangat luas, yang termasuk adalah kegiatan-kegiatan proyek apapun yang berdasarkan yang kaitannya untuk pembangunan ekonomi berada di wilayah walaupun segmentasinya ada di XYZ yaitu kerja perangkat Aceh itu yang terkait

M   :bisa diceritakan sedikit ngga dalam koordinasi dengan XYZ itu kan ada donor , ada ABC sendiri , ada DEF bisa diceritakan ngga proses dalam membuat keputusan untuk entah project entah apa gitu

R   :ngga itu bukan saya yang cerita , tapi saya pelajarinya gimana strukutur kerjanya. ABC kan kumpulan dari beberapa Negara untuk membantu Aceh pasca rehabiliatasi dan rekrontuksi dibawah GHI , GHI kan ada struktur saya juga ngga bisa menyebutkan satu persatu ya , nah antara lain kepemimpinan bersama BRR itu ada XYZ , ada DEF , ada ABC plus XYZ , XYZ dalam rangka memutuskan kebijakan dari pada ABC itu sendiri dibawah sector ABC, nah mereka mengadakan rapat melakukan sesuatu itu dengan mekanisme yang diatas saya masuk disitu mendampingi Bapak XYZ dalam rangka mengambil keputusan , keputusan itu kolective bukan keputusan XYZ aja , minta pendapat pandangan dari XYZ , apakah Undp tau pihak yang lain yang melaksanakan dibiayai oleh ABC itu kan diputuskan oleh Pembina project itu antara lain untukl itu kita diminta pertimbangan pimpinanan daerah kedaerah , Aceh yang merupakan daerah sasaran proyek mengenain kegiatan itu , itu didasari kepada putusan bersama , udah kita terlibat dalam mereka memutuskan , nah sebagai bagian memberikan pendapat untuk memutuskan proyek tertentu dilaksanakan atau tidak yang menjadi dasar keputusan di rapat

M :biasanya diminta pertimbangannya apa aja dalam satu proyek , misalnya pertimbangannya diminta untuk bagian apa aja

R : XYZ kan Luas , kan macam-macam bidang dan tidak spesifik , misalnya ini dibangun jalan . ada pihak yang mengusulkan ini dibangun jalan , ditanya Aceh butuh ngga jalan .oh kami tidak setuju kami butuh tapi tidak ditempati disitu , minta lokasi disini . ini kami sarankan ini ada kegiatan ini gimana , suapaya mohon kepada XYZdana yang dikeluarlan di perbesar , kenapa ? karena Aceh pasca begini-begini , itukan pertimbangan kami , nah disitulah akan menjadi dasar . tapi bukan pemerintah Aceh yang memutuskan tapi bagian dari pada unsur dari rapat XYZitu kita memberikan masukan dengan kebutuhan dari pemerintah Aceh sendiri , mereka mendfukung pembangunan di Aceh

M : biasanya setelah bapak atau pak XYZ dikasih masukan –masukan itu mereka akan tinjau ulang ulang lagi atau langsung terima atau gimana ?

R : itu keputusan , itu kita teken bersama itu ngga ada peninjaun dan sebagainya . pada saat implementasi biasanya ada surat dari kita , udah secar umum udah prinsip akan disetujui proyek ini proyek A akan dibayar dengan dana sekian –sekian , itu kan lewat proses kan , nah pada saat proses ada rekomendasi , kita buat kepada XYZ nah sesuai dengan masukan yang ada pihak pelaksan

proyek dia minta rekomendasi kita , tadi proyeknya sudah diputuskan ok . kan proyeknya belum tentu siapa yang laksanakan , ini kita sepakat bahwa dan XYZ ada program dana untuk Umum , kan ini-ini siapa yang melaksanakan , nah kemudian lewat mekanisme XYZdilaksanakan oleh undp. UNDP kan memproses ulang namanya proyek proposal sebagai dasar yang mengajukan misalnya adanya rekomendasi dari kita , nah kita buat surat itu

M : mungkin ada yang ngga sesuai sama dengan keinginan donor atau gimana

R :semua harus disetujui semua kan , namanya kolektif . harus pakai alasan kalau donor tidak setuju , itu akan dibicarakan di rapat tidak sendiri-sendiri . jadi pada saat untuk mengolkan suatu project ini pendapatnya ditanya , saya juga memberikn pendapat ada juga yang tidak didukung tidak semua pendapat kami dukung , karena ketentuan proyek demikian , misalnya kami butuh dibangun ini tapi donor tidak bisa karena skup projectnya dalam bidang ini-ini ,kan ngga bisa dipenuhi walaupun kami disana ingin karena sudah skupnya demikian ,pada saat XYZ dulu lahir dalam rangka ini ini , walaupun sector itu walaupunkita sangat ingin tidak bisa masuk ,kami juga tidak bisa memaksa diri kan karena skup kita sudah tau , kemudian mekanisme begini ketentuan Bank dunia demikian , walaupun pemerintah Aceh punya keinginan lain ya ngga bisa dong memaksakan itu , kita ikut mekanisme karena itu sudah ada ketentuannya bagaimans kita

berperan mekanisme sudah ada ketentuan sendiri , nah cuman kita isi antara yang direncanakan supaya sesuai dengan kebtuhan dilapangan jadi disinilah maka dirapat-rapat kita dilibatkan dalam rangka memutuskan proyek itu

M : secara umumnya prosesnya berapa lama sih pak ,pertama kali pelaksanaan project . mulai implementasi

R : itu ngga tentu tergantung projectnya berapa lama ada jangka waktu projecy yang jelas adalah sejak BRR berakhir , tadi kan BRR adalah XYZ mendukung BRR . BRR kan berakhir tahun berapa

M : 2009

M : donornya sendiri gimana ?

R : kan DEF sendiri , XYZ ada banyak Negara yang saya ngga sebut satu persatu kan itu uang mereka , mereka sudah berkomitmen bahwa akan membantu dan mereka ikut mengawasi, ikut mengontrol untuk apa saja uang yang dipakai itu , nah bagaimana penanganan pemerintah Aceh , tapi tidak semua keinginan kita terpenuhi kan , ini sudah diputuskan bahwa XYZ akan berakhir pada Juni 2012

M : tapi sampai selama ini proyek yang sudah dijalani targetnya banyakan tercapai apa ngga

R : tercapai , rata-rata tercapai , ada yang belum tercapai makanya kita bahas disana ka nada rapat evaluasi , tiap project ada rapat evaluasi bagaimana progress

M : selalu dirapatin

R : iya ,kami juga ikut namanya TRG saya ikut disitu , sebelum dibawa ke co-chair , dibawa ke rapat steering committee bantu technical review group kami kan rapat saya masuk situ ,

M   : tercapai apa ngga

R   :iya kenapa ada hambatan , gimana disitu ada saran wah perlu untuk mengatasi itu perlu ada perpanjangan waktu , waktu ngga cukup atau pihak kementrian nah disitu kan muncul bahwa hambatannya tidak bisa dilaksanakan , ada hambatan sedikit misalnya dilapangan , disitu yang berperan siapa mislanya pemerintah Aceh perlu ambil bagian disitu nah kita coba ambil , kita coba membantu . ternyata bukan disitu hambatannya meman waktu tidak cukup berarti harus ada surat , kemudian PU supaya ada masukan untuk itu perlua ada surat pemerintah ,kita buat surat untuk itu diputuskan ke starring komitejadi tiap prop beda makanya ada rapat – rapat di pimpinan bersama kan tinggal hasil ngga dibawa kesan demikian pas starring komitekan di pimmpin oleh bappenas , bank dunia akana hadir mekanisme demikian , masing –masing melapor kebijakan –kebijakan umum yang ada distarring komitejadi mekanisme itu yang berjalan nah semua rapat itu semua pemerintah Aceh ikut dilibatkan, nah siapa pemerintahnya XYZ pak XYZ dengan saya bagian dari beliau , pada saat hadir ada unsure Aceh ada , saya hadir bukan atas nama pribadai kan , membawa unsure dari pemerintah Aceh

M   : evaluasi dikasih ke

R   : ke co-chair hasil evaluasi kan sudah dapet evaluasi dikit , kan muncul ini dibawa didapur . ini perlua da keputusan kan menurut skala , kalau yang kecil ini cukuplah implementasi proyek laksanakan , ngga perlu kesana makanya kalau mau ada rapat sudah dibahas apakah isu-isu keatas yang prinsip misalnya perpanjangan, ini kantiodak bias diputuskan di TRG , ok kita bawa ada isu , isu perpanjangan masa kerja XYZ dibawa kesana ,saya duduk lagi pada sarapan disitu , diskusikan , ok diputuskanlah setuju diperpanjang jadi sekian dengan catatan misalnya bahwa tidak boleh menambah proyek baru hanya melanjutkan proyek-proyek yang sudah ada ,jadi terserah apa yang kira- kira arahan dari starring komitearahan disitu berdasarkan disitu baru di implementasikan batasan- batasan yang digaris oleh starring komiteXYZ , nah disitu kita hadir ada beberapa unsur

M   : kalau misalnya perpanjangan masa waktu dalam starring komiteakan diselesaikan dalam sekali meeting atau bisa dalam beberapa kali

R   : biasanya sekali meeting sudah ada beberapa isu , kan sudah dibahas

M   : harus langsung dapet keputusan

R   : ia itu kan untuk ambil keputusan jadi yang dibawa starring komitependapat atau masukan keputusan dari semua donor kan diundanglah situ , kan agenda

rapat kan sudah ada , apa agenda rapat meporkan progress udah sampai sekian da abeberap isu yang penting dalam rangka apa isu pertama apa , kita godok dulu di TRG udah digodok , dikoncer sudah digodok harus bisa diputuskan di starring komite, disitu kan ada peyempurnaan , kalau setuju gimana ditanya donor oh setuju , ada pendapat kan diteruskan .1, 2,3 itulah keputusan starring komite, yang paling bawah kan ngga boleh menyimpang dari starring komite kan jadi yang hari atau bualn kerja adalah implementasi pelaksana , dibawah dimana sebelum naik itu namanya di TRG saya masuk juga sebagai anggota TRG itu , bahas disitu kita

M : berarti kalau starring komite yang dibahas banyak bisa durasinya panjang juga ya

R : ngga biasanya satu hari selesai , Cuma mengagendakan kan banyak sibuk , Negara donor kan sibuk , di Agendakan kapan

M : kan pemerintahnya pasti sibuk banyak ini juga

R : ya makanya di Agendakan dijadwalkan , biasanya kapan baisanya rapat co-chair sekaligus sebelum dibawa rapat starring komite , co-chair rapat dulu

M : kalau co-chair itu berarti yang kemri pak said sama pak Irwandi

R : yang asli unsurnya Gubernur disitu , Bapenas , Bank dunia , Menteri kalau ngga salah ada lima , Uni Eropa

M : kembali ke TRG pak itu untuk mengukur targetnya itu apa , itu yang nentuin siapa pak

R : itu kan di perincian proyek sudah ada

M : berarti kalau perencanaan proyek diomongin lagi

R : pertama ada proposal

M : yang mengajukan biasa pemerintah

R : ngga , misalnya ada pembanguna infra struktur siapa yang laksanakan itu ,siapa agencynya dia yang mengajukan Pu misalnya , proposal jitu banhwa jalan untuk anggarn ingin menggunakan dana XYZ bangun jalan dari sini kesini , setuju apa tidak kan ytang dibawah itu diajukan dulu kepada sekertaris XYZ , itu kita rapatkan dulu .rapat ngga dibawa ke co-chair , ngga dibawa kemana-mana dulu kami –kami dulu menggodok dulu tapi dia sudah ada gambaran sudah tau nah kita bahas sudah ada , nah bagaimana dia makanya disetujui dari TRG , dibawa keco-chair nanti dibawa ke starring komite jadi naik keatas

M   : jadai udah ada apa ya namanya

R   : mekanismenya

M   : udah ada patokannya gitu

R   : ia sesudah itu jadi dokumen project ,k itu kita sudah , aplagi sudah diputuskan kita setuju kan , nah dia kan sudah ada jadwal , dia yang laksanakan dia utak atik , jadwal gimana , giman perkembangan kapan ,berapa realisasi berapa anggarannya , berapa yang mampu dihabiskan , kenapa ada hambatan , nah proyek itu yang kita laporkan sebelum ke starring komite , sebelum ke co-chair kekite dulu ke TRG dulu

M   : kalau misalnya TRG ada ini ngga memerluakn partsipasi dari masyarakat ngga untuk beberapa proyek ?

R   : itu lain lagi diperincian awal , kalau inikan sudah masuk evaluasi kita ka nada unsur , unsur dari pemerintah Aceh ya saya , pasti saya membawa aspirasi masyarakatkan , kan saya tau sana sini ,nah kemudian ada dari kementrian keuangan , menyangkut dana hibah tapai bukan direkturnya bukan dirjennya , Bapenas bukan deputinya yang hadir tapi direktur - direktur ada disitu kita kan unsur-unsur masing-masing itu , kemudaian ada kementrian PU kalau dalam negeri ya dalam negeri jadi kita duduk sama-sama itu yang mau diliat apa , laporan perkembangan . apa usulnya mereka . usul dari proyek itu supaya bisa jalan misalnya ada perlu dilokasi anggaran untuk pos ini supaya digeser karena menurut kami begini , oh boleh katanya tapi minta pertimbangan pemerintah Aceh setuju atau tidak , dia akan kembali dulu diusulkan dulu , pertimbangan kepada Gubernur kita jawab dulu , nah itukan ditanya lagi kesaya betul ngga Gubernur setuju , setuju karena saya yang buat disini dibicarakan dirapat itu namanya teknikal , meeting group ya secara teknik pas dibawa ke kocek bukan teknis lagi sudah kebijakan . , sudah lebih besar nah ini dai akan lansung monitor , Nah TRG ikut juga unsurnya , dari Bank Dunia juga ikut dari Uni Eropa juga ikut tapi bukan pengambil kebijakan ini stelah kita bahas dibawa M   : tapi untuk Uni eropa ada perwakilan di TRG-nya

R   : ada , ikut terus disitu

M   : di Aceh

R   : bukan disana di Jakarta , ada di Aceh , ada di Melaboh , di Nias dimana-mana kan proyeknya

M   : itu kalau misalnya patner diluar worldbank , patner UN bantuan XYZ sama juga mekanismenya

R   : kenapa ?

M   : bantuannya kan lewat XYZ tapi yang laksanakan yang monitor bukan worldbank tapi patner UN .proyek-proyeknya

R   :oh lainlah lain , inikan un juga melaksanakan proyek itu juga , itu kan *multi donor fun* , itu kita batasi jadi beberapa Negara komitmen menyumbang , dalam rangka rehabilitasi dan rekrontuksi Aceh dan Nias pasca tsunami kan

gitu ,maka terkumpul dana sekian untuk infrasturuktur, untuk pembangunan ekonomi , kapasitas kelembagaan maka Aceh dan Nias bisa kembali kan gitu tujuannya , maka kumpulah maka dibuatalah sekertaris XYZ dibawah Bank Dunia , ya sebagia sekertariatnya itu , kan kup-nya di Un WWF misalnya dia melaksanakan proyek itu UNDP mengajukan, ya mengajukan proposalnya saya juga ambil bagian proyek itu jadi dia harus patuh pada ketentuan itu

M   : tapi ini tetap sama dalam aturan XYZ , semuanya sama ya lewat starring komite lagi ya

R   : kalau dia pakai dan XYZ , kalau dari dana lain ngga usah lewat sini

M   : kalau diluar XYZ

R   : ada juga , misalnya dana hibah , kementrian keuangan kan ada kegiatan Uni Eropa balik lagi juga tidak lewat XYZ

M   : kalau itu mekanismenya gimana tuh Pak ?

R   : sama, ngga dibawah koordinasi XYZ bukan dana XYZ tapi bisa dana Uni Eropa bisa dana Hibah kepada pemerintah Indonesia melalui Dept.keuangan bla bla untuk membiyai proyek apa , Australia kan ada juga bantuan hibah juga dalam bidang pendidikan kan dia tidak dibawah koordinasi XYZ , kan ada mekanisme lain dia

M   :kalau itu diluar XYZ itu harus diluar kementrian keuangan atau harus lewat mana dulu apa bisa lansung ?

R   : untuk menentukan biadang proyek itu kan , kan yang kita bicarakan XYZ inilah mekanismenya tapi itu kan dana sektoral membantu pemerintah Indonesia , dalam rangka aus aid apa itu kan antara pemerintah Australia dengan pemerintah Indonesia bukan dengan kementrian keuangan , kebetulan proyek kami di Aceh , nah itu kan dana pusat nah pada waktu masuk kesini sudah pasti kami dilibatkan dalam rangka proyek yang bersangkutan tidak

ada dengan urusan XYZ dengan Bank Dunia , bukan dibawah bendera XYZ itu juga ada mekanisme demikian

M : kalau diluar XYZ sendiri . bantuan diluar XYZ yang memonitor sama evaluasi itu gimana langsung ke Negara donor apa ke perintah

R : tergantung apa proyek itu sendiri bagaimana mekanisme itu kan , yang dibicarakan ini bagaimana mekanisme XYZ , yang lain jerman ada juga membantu ada lagi mekanismenya

M : kalau bantuan yang berhubungan dengan bencana Tsunami gitu

R : tsunami kan udah selesai misalnya ada juga tidak lewat XYZ , ada juga bangun rumah sakit kan tidak lewat XYZ , itu perintah Jerman contoh lawas sekarang bantuan Jerman untuk utermal ,nah saya punya duit ingin bantu Aceh dalam rangka mengembangkan listrik di Aceh supaya tidak kurang , kita kan kurang ada surmber daya gheotermal tapi untuk membangun itu tidak ada duit , okeh Jerman membantu Aceh hibah sekian juta euro tapi kan pemerintah Jerman kan ngga bisa kasih langsung kasih duit ke pemerintah Aceh , nah itu ka nada perjanjian komitmen awal ada mekanisme artinya pemerintah Jerman memberikan kepada pemerintah Indonesia peruntukannya apa , itulah membuat MOU dengan kementrian keuangan sehingga unag itu hibah , pem\nerima Hibah siapa yaitu pemerintahnya ini sudah berlangsungkan , bagaimana untuk apa proyek uang itu tidak bisa kemana –mana uang Jerman itu untuk membantu pemerintah Aceh dalam rangka mengelola gheotermal , gheotermal kan ngga cukup dengan uang segitu kan karena banyak juga kan ada peluang lain lagi , masuklah system pemerintah Indonesia

M : Jadi jelas ya tanggung jawabnya apa , kalau dalam XYZ itu sendiri pemerintah ada ikut program pembiyayaan proyek itu juga apa

R : ada ,ikut share juga contoh XYZ bangun jalan , bangun jalan dari Calang ke melaboh membangun jalan tapi dia ngga punya duit untuk pembebasan lahan pemerintah Aceh menyediakan anggaran untuk pembebasan kepada masyarakat ,kan ini jalan mau dibangun , mana jalan ini perencanaannya , akhirnya kita ukur akhirnya melibatkan ada 50 rumah kena , kemudian ada 60 masyarakat tanahnya keambil , proyek pokoknya bangun aja jalan maka pemerintah Aceh merasa berkepentingan , ada uang pemerintah Aceh untuk pembebasan lahan , kami yang membebaskan ini sudah bersih , ok XYZ datang bangun , baru dia bangun lewat mekanisme proyeknya kontraktor kerja bangun pada jalan

M : itu berlaku setiap project pemerintah ada sharenya apa

R : tergantung kebutuhan , kalau memang tidak ada share tinggal bangun aja kenapa ribut-ribut . kan tergantung apa dibutuhkan atau tidak . tadi kan pertanyaan apakah ada , ya ada

M   : tergantung ini aja ya

R   : ia dukungan pemerintah ada hanya surat saja , ada dukungan pemerintah Aceh dalam bentuk financial juga itu kan menurut kebutuhan proyek

M   : ok deh pak , kalau menurut pak Said kalau misalnya bnetuk dalam kerjasama dalam XYZ itu sendiri menurut bapak ada yang bisa dilakuakan lebih baik ngga , maksudnya ada sarannya , kekurangannya dimana , apa kelebihannya dimana

R   : kelebihan XYZ yang jelas ada duit, beberapa Negara donor digalang karena membantu satu daerah itu sekalian sumber duit kan juga kepercayaan, ini nampaknya Negara donor kan percaya , pertama memang dia liat realiata memang aceh butuh kemudaian lembaga yang dibentuk dapat dipercaya , yang paling besar mebutuhkan kepercayaan say pikir contoh beberapa bagus , gubernur mengumpulkan secara bersama dalam jumlah yang lebih besar sehingga perencanaan akan lebih berarti apabila masing-masing . Amerika sendiri kemarin Besar juga , Eropa sendiri atau Belanda sendiri itu ada juga sendiri tanpa ada koordinasi XYZ tapi dikumpulkan , akan menyumbang sekian , Uni Eropa sekian terkumpul dana ada sekian juta US dolar , nah proyek apa yang dibangun karena proyek bersama maka dipikirkan bersama kan , maka secara komite bersama , ada yang masing-masing ada juga yang komunitas , kalau yang XYZ itu komunitas 'multi donor fun '

M   : menurut pak said lebih enak yang sendiri atau yang komunitas begini ?

R   :artinya tidak semua proyek bisa merasakanbersama-sama , ada juga yang sendiri tergantung skala proyeknya apa tapi kalau untuk memperoleh dana yang besar makin banyak partisipan kaan makin besar . misalnya ada satu Negara Amerika mau sendiri

M   : tapi ada koordinasi dengan pemerintah daerah juga ?

R   : pastilah harus adalah

M   : sebenarnya sih sama aja komnitas atau yang ini , sam aja atau beda . perbedaannya ?

R   : sumber dana ja kalau sumber dana lebih banyak pihak , Australia dia ada uang juga lewat XYZ tapi dia ada uang sendiri juga , belanda juga ada sendiri tapi ada juga yang dibawah koordinasi XYZ , yang dibawah koordinasi XYZ sistemnya medel demikan jalan sendiri-sendiri tapi jelas yang lebih penting ada Negara yang mau bantu aja jadi kita welcome aja

M   : jadi kekurangan kelebihannya

R : sebenarnya sih mba ya tergantung komitmen Negara yang bersangkutan dan sekarang XYZ tidak selamanya ada , karena ada kondisi . kondisinya apa kalau kemarin Aceh bencana baru kita rame –rame duduk minta sumbangan jadi mereka kumpul bersama membangun Aceh pasca tsunami , itu kan

duduk ada konfrensi dipimpin oleh PBB munculah ada dana sekian maka gimana melaksanakan kan sesuai komitmenkan , karena XYZ dibentuk karena tsunami , tsunami berkahir ya berakhir XYZ itu tapi negaranya tetap tapi kan ngga mungkin Belanda ngga ada lagi walaupun dia , jerman kan ngga ada lagi kan ngga mungkin

M : menurut pak XYZ efektif ngga ?

R : efektif , kalau XYZ masih tetap diperlukan malah kalau bisa menggalang terus
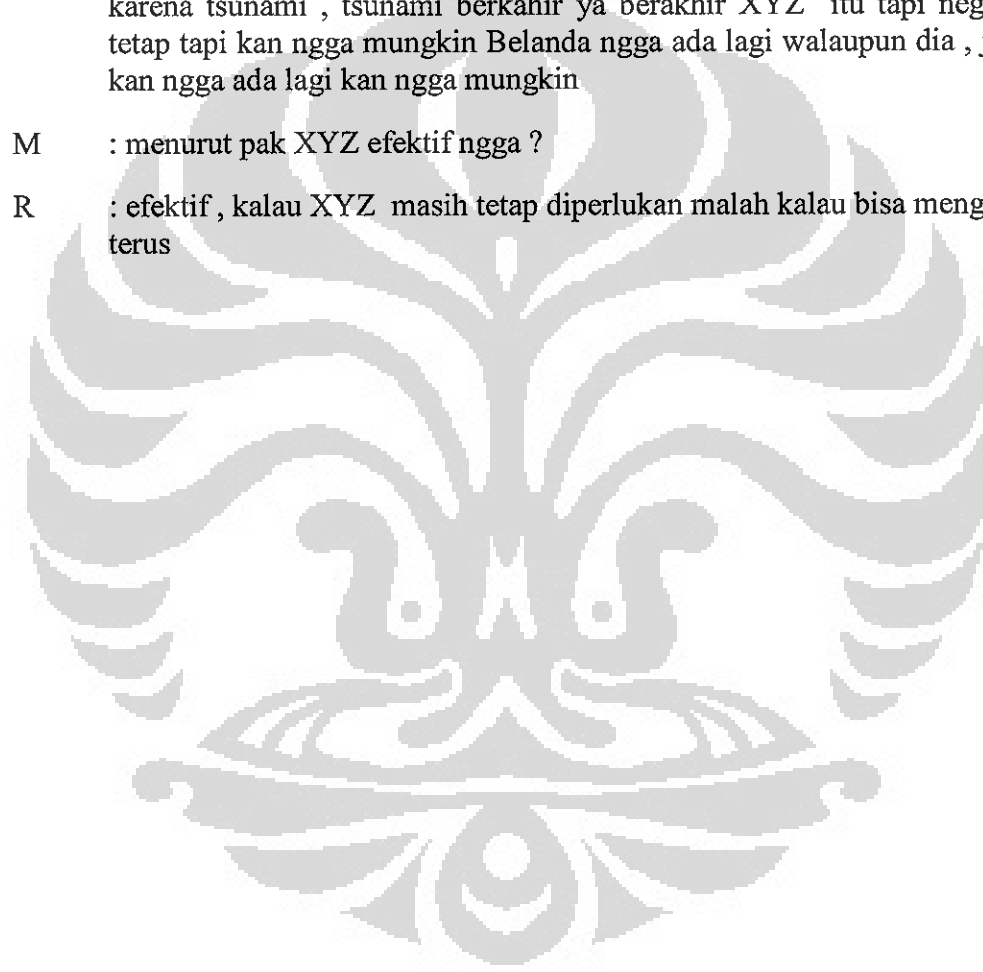
PROJECT	RESPONDEN 10
MOD	
DATE	
CRITERIA	

R   the way I see XYZ ya.. ada tahapan kenalan..ada tahapan bulan madu..ada tahapan konflik sama ada tahapan resolusion dari konflik itu kaya gitu jadi misalnya begini.. when we where there beginning ya.. itu kan smua itu nafasnya dalam nafas yg sama.. jadi smua kemanusiaan ..kemudian kita harus kasih respon cepat gitu kan…

M   iya

R   jadi psikolog coordination itu semua dalam situasi yg seperti itu gitu..nafasnya seperti itu jadi misalnya..akhirnya berujung pada keputusan oke deh kita pilih program2 yg kasih respon..gunakan dengan alat2 yg XYZ itu sudah punya gitu… misalnya waktu itu kan sudah ada kecamatan development program yg di managester sama ospec..

M   oh iya

R   kemudian ada upp.. itu kan sama up gitu lah…kemudian ada dana yg dikasih kan kepada unbp untuk membantu cetak organisasi dari BRR…kemudian juga dana yg diberikan untuk unbp itu dengan untuk wise management.. itu smua kan dalam koordinasinya BRR ya waktu itu ya

M   iya

R   dan that very easy in the beginning .. ini garis besarnya dulu nanti garis kecil

M   oke pak

R   kemudian disitu mulai terjadi kind of Konflik lah,,, konflik itu,, ini saya gak mau crita manisnya doang nih ..koordinasi smuanya bagus,,gak begitu..selalu melalui factor seperti itu..

M   iya

R   jadi misalnya BRR itu karna dia di lapangan..maka dia itu stay as lembaga yg mendapatkan pressure dari lapangan.. yg mendapatkan pressure dari lapangan itu kan.. apa sih yg diperlukan dilapangan itu.. kalo dibaca dalam buku saya yg tentang XYZ itu kan 3 suku kata..we need to mainten speed..satu.. we need to be fleksible..and then we need to be comfortable ... itulah triangle of model operasi yg di dok oleh XYZ gitu,, tapi disitu terjadi perbedaan ..orang sudah mulai liat kalo XYZ sudah ganti orang ..dia coming from the background yg dalam dunia normal gitu kan.. bisa tidak.gitu,,.udah bedanya mulai yg dikatakan sebagai bahasa2 itu adalah ah kita harus ikut dengan ehh apa.. alur no sekian.. kemudian social safeguard .kemudian temperamental safeguard..gitu ya…

M   iya

R   yg sebenarnya pada masa sebelumnya bukan berarti tidak complaint pada safeguard.. tapi the way we plan itu mesti dengan different gitu ya..misalnya kaya gitu,,jadi kalo dulu misalnya nih cerita dikit..orang bikin project kalo di world bank tu..adalah amdalnya misalnya ya adalah project with amdal gitu..

M   iya

R   nah kalo BRR emang amdalnya bukan project with amdal mah ..gak akan ada satupun rumah yg selesai gitu

R   M   untuk over all pengambilan keputusannya sendiri itu ..relatifnya cepat apa engga pak apa emang ada tahapnya lambat abis itu pada akhirnya smuanya udah saling mengerti itu berjalan dengan otomatis lebih cepat gitu?

R   saya ngeliat in to level ya..salah satu begini .. kalo di XYZ kan gini.. ada yg namanya program allocation .. pada level prosion program ya.. porsi strategi program ya..yg itu di sistimnya ada di spiring community.. jadi misalnya let say we are talking about how much,,seven hundred dolar gitu katakanlah ya and then we exited tuh alocated oke.. this is for sociolosistim .. -----development..kemudian ini untuk yg lain2 gitu ya,,economy development ---..pada level strategi… file program kita bicara oke,,untuk ekonomi development.dibagi didalam namanya IDFF.. kemudian ada namanya macam2 lah,, ada untuk infrastruktur ..ada untuk ired. ada untuk beberapa lah,, jadi beberapa peace infrutur gitu kan.. itu ada program level,,,itu sebenernya I personal don't see.. kebetulan kan saya repleace an BRR disitu kan ya..kalo pak kuntoro kan hanya ini aja kan..sekali-kali..dia membuka tapi on the deal biasanya saya yg disitu.. itu sebenernya I don't see any big problem that..jadi lancar2 aja ya,,, minus deffrent view lah yah.. paling2 begini yg saya maksud perbedaan2 kecil itu begini… when you talk to samebody from see there with example.. no matter the subject..always mansion something about gander a for a free..

M   hmm

R   and then but overall..I don't see any big problem at the level ya…

M   iya

R   jadi artinya selalu …kan selalu orang bilang the devil in the Pt kalo gitu kan… sama udah produser,,,itu doesn't really with come realese set for disarse contaks.. jadi implamitision kan guided by procedur.. the procedur was set under normalytision…itu yg kemudian kadang2 menimbulkan tadi..ehhh badai.. stroming diantara berbagai elemen itu…

M   hmm jadi ini untuk policy sama procedur nya seperti kaya amdal-recrutment gitu.. menurut pak XYZ apakah harus ada penyesuaian untuk daerahnya sendiri apa…?

R   saya sih ngeliat begitu…

M   he-eh

R   saya selalu dulu mengatakan there must be a new definition..atau gini,, argument dari orang ehhhh.. saya ngerti sih ya..jadi argument dari orang2 bank gitu kan..kaya bank atau all finantusion itu kan selalu because they use ada peoples money yah kan?

M   he-eh

R   because they use ada peoples money and then they need to play prudent .. yah kan

M   he-eh

R   and prudent sometimes and motto the gate..itu asosiated with complained.. iya kan

M   he-eh iya

R   jadi yg di maksud prudent itu my ceremony comply with regulation gitu kan

M   iya

R   itu sesuatu yg konflikting the demand on the…apa yah dilapangan itu menuntut 3hal tadi..transplaransi contibility..fleksibility stead.. but the normality of thingking..because the conflik at area,, itu kan udah wah..udah panjang banget itu nya…

M   iya iya iya…karna kalo menurut pak XYZ apa karena banyak hambatan2 yg tadi „ karna harus accountybility itu..menurut pak XYZ apakah itu efisien gak..maksudnya sumber daya resurces yg di..entah waktu – entah uangnya itu sendiri untuk mengambil keputusan apa untuk project itu sendiri..menurut pak XYZ efisien apa engga..relatif efisien apa tidak„„?

R   kalo in hand set sih begini ya..saya sih akan (22.21)very sactifive dengan hasil akhir gitu ya.. karna for reason lah .. ehh apa „ tentu ada yg disebut dengan kalo bahasa ekonomi nya disebut (22.35) transasion cost atau mungkin bahasa development itu (22.39) cornetion cost gitu ya

M   hmm terus pak kalo untuk perbedaan2 itu sendiri antara XYZ antara ABC sama antara donor..itu apakah di fasilitasi untuk bagaimana caranya mengkoordinir.. apakah.. kan ada yg stiringcom meeting2 ini…apakah itu cukup membantu atau mungkin ada bentuk meeting lain untuk koordinir…bagaimana caranya menyatukan deffrent use itu

R   what happened in the beginning is, this is natural dimana-mana, if you were a WHO for example, itu makanya mandatnya adalah urusan health..ya kan..if you were Red Cross, your mandate itu adalah humanitarian effort, if you were World Bank your mandate itu lain lagi, poverty reduction, kemudian yah gitu-gitu lah...naturally donor itu memang had their message..same thing with the government..kalau departement koperasi ya cuma koperasi aja..nah within the XYZ ada mekanisme Paris Declaration ya..itu di apply dalam konteks XYZ adalah the only way to do adalah when the government leads the coordination and that was the key in XYZ , prinsipnya kan gitu..namanya donor harmonization segala macam itu will only happen like in Paris Declaration on Aid Effective Management itu adalah ketika governemnt leads..nah this is the way we manage

M   ok… untuk efektifitasnya sendiri pak..menurut pak XYZ apakah secara keseluruhan aja nih..project2 dari NBF itu tercapai apa engga..ehh donor yg melalui fanding yg ditrima dari NBF untuk project2 yg kaya infrastructure..entah kaya development …dan lain2

R   saya sih ngeliatnya is good faster...it sould happy batter gitu… lebih baik gitu… ya bagus tapi seharusnya jauh lebih bagus … slalu bangga lah ya… (29.18) our expecting dulu kita punya strategi rekonstruksi kan gini.. namanya juga rehabilitasi – rekonstruksi… rehabilitasi itu ahhh just rehabilitee. Make people start there live..gitu ya

M   iya

R   kemudian stand up by them self gitu2 ya..kira2 gitu kan…

M   iya

M   iya…hambatannya kira2 apa tuh pak kalo misalnya gak tercapai targetnya itu..trus sampai sekarang .. yg sekarang ini..apakah kurang dapat support atau mungkin ada yg unlimited entah waktunya atau bagaimana?

R   ehh penyelesaiannya ya begini… ada banyak yg diselesaikan dengan banyak cara gitu kan ,, tapi salah satu yg prinsip itu kan tadi government let programe gitu ya.. dan itu sebagai principel yg excepted in the efektif apa itu…. Resiko didunia gitu.. dan ini akhir nya kalo saya di government itu selalu menggunakan yg disebut dengan mix (34,35)------ satu kita punya otoritas,,yg kedua kita menggunakannya dengan cara diplomatis… dari dulu kan BRR selalu mengatakan begini…saya tuh dari hawa awal2…saya selalu menggatakan we are (34.50)------ people…we are not ----- to control program ,, no… karna dimana2 government udah jadi orang paling jago control segala macam.. gak laku kalo kita eks – NBF like that gitu… we need (35.05)-----------people..----------------- we have to be smart … implamanthing tadi yg disebutin tadi oleh (35,13)--------------------- contohnya misalnya begini ketika saya mengatakan oke… ini program kita sepakat ya.. BRR kasih uang 200juta.. anda kasih uang 100 juta … yah udah ..karna kita udah sepakat oke ini bisa di laksanakan .. yg ini terus dijalankan .. ini begini dilakukan adjustment begini2…. yg ini gak bisa saya cabut dari program itu..kerjakan dengan dana lain… itu kaya gitu yah… tapi ada dialog ada diplomasi ada kaya gitu selalu ada,proses seperti itu ya.. ada substion selalu ada proses… selalu di kelola dengan cara seperti itu..

M   hmm kalo personaly pak XYZ sendiri.. untuk bentuk seperti ini cukup puas gak pak.. atau menurut pak XYZ bentuk yg lain lebih mengakomodate untuk efisiensi & aktifitas nya ini…

R   ehh saya puas with koma ya…begini karna ada 2 fungsi XYZ and at the level kita perlu polesi dialog…kita perlu international seebility… kelihatan dimata international…and then there is know other with compatable insesusion than NBF… karna kalo kita bicara US id ya..US id…its American..(36.56)--------------------------its Australian and nobody want too----------------australian .. but talk with NBF.. and then everybody want to participased… itu apa yah,,, no this failed – no this bate and that ist… itu diarah dulu personaly.. hasil sangat terbantu untuk hal2 seperti itu..yah sama seperti itu..

M   ya

M   hmm.. menurut pak XYZ itu tujuannya tercapai gak.maksudnya untuk apa yg udah .. ehh knowledge transfernya itu apakah bisa diserap ama yg entah community..entah implementing agency nya…

R   ehh gini lah..jadi saya liat bagusnya XYZ itu…kan gini.. ini both in donor community maupun dalam government .. yaitu yg namanya coordination itu kan sering di omongin tapi implementasinya susah gitu kan… insect orang itu berfikir saillo (43.10) ------ jadi NBF very good chase.for coordination .. dan itu saya kira semua harus belajar .. not only ehhh apa yah… government (43.24) -------------------- the donor them self gitu ya… yg tadi saya cerita tadi tuh semua orang punya mandate masing2 gitu kan…

M   iya

R   who mandatnya ya gitu… kira2 gitulah… itu disebut learning follow from everybody gitu jadi yah kaya gitu lah….

M   ya ya… untuk QPI nya sendiri itu BRR ikut merancang untuk setiap projectnya juga gak pak…

R   iya iya – he-eh

M   oke jadi KPI nya sendiri untuk target daripada setiap project itu melalui koordinasi dengan BRR juga dengan government juga atau A BRR sama donor dan XYZ aja…

R   engga jadi yg terjadi itu gini.. BRR itu kan dulu dibekali sama rencana induk ya.. master plan sama BAPENAS…kemudian BRR masukannya itu kita adjust..kemudian menjadi master plan yg workable..waktu bikin master plan BAPENAS kan tsunami masih … bisa di pahami kan suasananya masih gak jelas gitu kan… BRR di lapangan yg kemudian bikin yg namanya master plan itu rencana induk… nah rencana induk itu kan nilainya besar sekali kalo didalam kalkulasi dalam rupiah..didalam dolar itu 7.2milyar dollar .. nah XYZ itu kan porsi pendana nya kan sekitar 700juta dolar kalo gak salah ya… jadi yg terjadi itu ya yg master plan itu di bagi berdasar kan macam2 itu.. ada berdasarkan sector ada berdasarkan regent..ada berdasarkan sumber dana gitu.. misalnya the way kita membagi dulu ya… dana2 dari donor itu kan di prioritaskan..maksudnya di prioritaskan begini.. kita udah tau tuh masing2 mandatnya tertentu..sehingga awal di satu program mereka di dahulukan.. kalo yg tidak bisa di (45.58) ----------- oleh donor2 baru kemudian di isi oleh APBN,,, kenapa karna APBN fleksible… gitu kan.. donor gak bisa kasih satu tempat tertentu APBN masuk… jadi kaya gitu cara kerjanya ,,, nah posisi NBF itu yg tadi saya bilang.. dia tu ada serquel area yg jadi focus… diawal2 tu ada yg namanya program perumahan ..melalui DTT..kemudian masuk dia akhirnya fokusnya setelah recovery.. itu akhirnya focus nya pada infrastruktur development sama economy development …tapi kalo yg sosiosistim ya..bagi2 uang..bagi2 ini itu di

kelola oleh yg lain… pailo misalnya.. kemudian yg health by education itu jerman sama beberapa,,

sama australia itu kan emang senangnya di urusan government,,pendidikan ..just the way with collaborated ya (47.07) -------------- koordinasinya smuanya itu ada master plan… kemudian di bagi2 masing2 tadi.. region – sector – financial…